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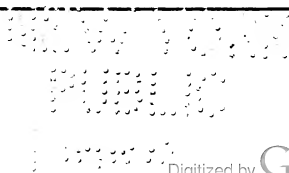


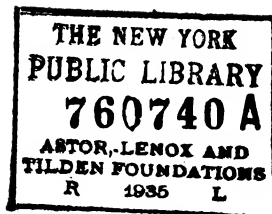
By Elizabeth Dyer

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Foreword

To educational Directors, Department Managers, Department Instructors, and Sales Supervisors:

Many managers of department stores are feeling the need of improving the service in their shoe departments, but few know how to go about it. To assist in the work the Research Bureau for Retail Training studied the shoe departments of five stores to see what training should be given to shoe salespeople to enable them to answer customers' questions more accurately and to give more intelligent service.

THE NEED OF MERCHANDISE INFORMATION. The need of more accurate merchandise information was very apparent. In order to know what information would be of practical value questions asked by customers while they were buying shoes were noted by the salespeople. Over four hundred questions were collected and classified to find out just what customers are interested in. Some of these questions are given in the appendix.

The material here compiled was selected with the idea of giving only such explanation as would help a salesperson to answer adequately the most usual questions asked by customers and to talk more intelligently about shoes when showing them to customers.

The facts have been collected from, and submitted to, shoe buyers, assistant buyers, shoe manufacturers, tanners, and foot specialists. In cases where opinions differed, the opinion of the expert in that line was accepted as correct.

THE TRAINING OF NEW SALESPeOPLE. Another need that was very apparent in the study of the shoe department was that of giving systematic training to the new salespeople. It was found that this should include teaching:

1. The stock and its location.
2. How to fit shoes:
 - a. To read the measuring stick.
 - b. To measure the foot.
 - c. To size up the foot.

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FOREWORD

- d.* What constitutes a good fit.
- e.* To judge whether a shoe fits.' (This should be done under the supervision of one who is an expert in fitting.)
3. Selling points about merchandise.
4. Department practices—The routine work of the department: care of stock, shifting stock, how to put on a shoe, lacing, buttoning, etc.

A method for training new salespeople is given in the appendix of the manual.

This manual was prepared primarily for use in the women's shoe department because for our purposes it was felt desirable to study one department thoroughly. However, practically all the information given in the manual applies to any shoe department. In Appendix D may be found supplementary information concerning men's and children's shoes.

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CHAPTER I

Introduction

The necessity for a knowledge of leather, styles and the fitting of shoes on the part of shoe salespeople is fully recognized both by those who supervise selling and by those who buy shoes. Just how much knowledge is necessary has been subject to dispute. In order to find what information was of interest it was decided to use the questions asked by customers as a basis for selection of information about shoes. To this were added any points that buyers thought would enable a salesperson to explain more accurately the value of a shoe.

In selling any shoe the aim of the salesperson should be to give the customer the best value for his money. In order to do this intelligently it is necessary to know the values he is selling and to be able to explain them to the customer in a simple and convincing way, if necessary.

Actual experience in fitting shoes and handling customers is essential to successful selling, but that alone will not enable a salesperson to develop into an expert quickly. The information in this manual is not only to give facts about shoes but also to help a salesperson make the most of the experience he gets and to guide him so that he will know what to look for in the department that will add to his fund of practical knowledge of shoes. It has been proved time and again that the more knowledge a salesperson has about the merchandise he sells, the greater is his confidence in himself and the easier it is to get the confidence of a customer. Therefore, one of the primary purposes of this manual is to help a salesperson make himself more efficient so he can command a higher wage.

STUDYING THE MANUAL

In studying the manual the buyer or some one else in charge of the study should arrange for a lesson at some quiet time during the day. Usually ten or fifteen minutes after the store opens is

the best time. The salesforce should study the lesson at their leisure during the day and at home.

In teaching the lesson the instructor should ask questions which can be answered from the book. In addition he should beforehand have the material laid out for the lesson for that day. For instance, if the lesson is on materials used in shoes, he should collect on a table the different kinds of leather in stock and have the salespeople identify each kind and if they cannot he should explain the differences. Or in explaining the anatomy of the foot he should have rubber or plaster cast models and have the salespeople explain the terms from inspection of the feet of each other. Or in the description of manufacturing he should obtain shoes so cut as to show the inner parts of the shoes, etc.

At the beginning of each lesson a few test questions on the preceding lesson should be asked to have the lesson in mind. If any of the salespeople cannot answer they should be urged to study the lesson again. And at the end of the series a test should be given on the whole manual if this is feasible.

Particularly, every salesperson should know the answers to the questions given in C in the appendix. A good method of teaching consists of giving the questions and having the salespeople find the answers in the manual.

CHAPTER II

The Parts of a Shoe

The salesperson must be able to name the various parts of the shoe in order to explain how shoes vary and to understand what the customer means if she mentions a particular part. For instance, a customer may ask for a three-quarter vamp, or a full-breasted heel, or a winged tip, or a flexible shank. The parts of a shoe then are the first things to learn about shoes.

The shoe is made up of the upper, the heel, and the sole.

SOLE. The sole is the bottom of the shoe. It is sometimes called the *outsole* to distinguish it from the insole.

INSOLE. The insole is the piece of leather on the bottom of the inside of the shoe. It is distinguished from the sock lining, which is a light weight piece of leather or fabric pasted over the insole on the inside of the shoe.

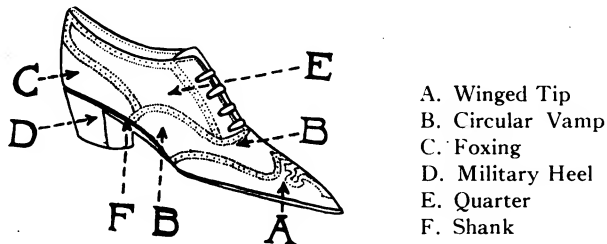


FIGURE 1
THE PARTS OF A SHOE

SHANK. The shank is that part of the sole that fits under the arch of the foot, extending from the heel to the ball. Usually an extra piece of leather or a piece of steel, metal or wood about $\frac{1}{2}$ inch wide and 2 or 3 inches long is inserted between the insole and outsole at the shank. If steel is used it is called a "steel shank." It is put there to make the support for the arch stronger and more durable. A "flexible" shank is a shank that gives

easily. A stiff shank is made of less pliable leather and does not bend as readily as the flexible shank.

The upper is the part of the shoe above the sole and heel. A distinction is made here between "upper" and top of the shoe. Top is sometimes used loosely to mean the same as upper but is

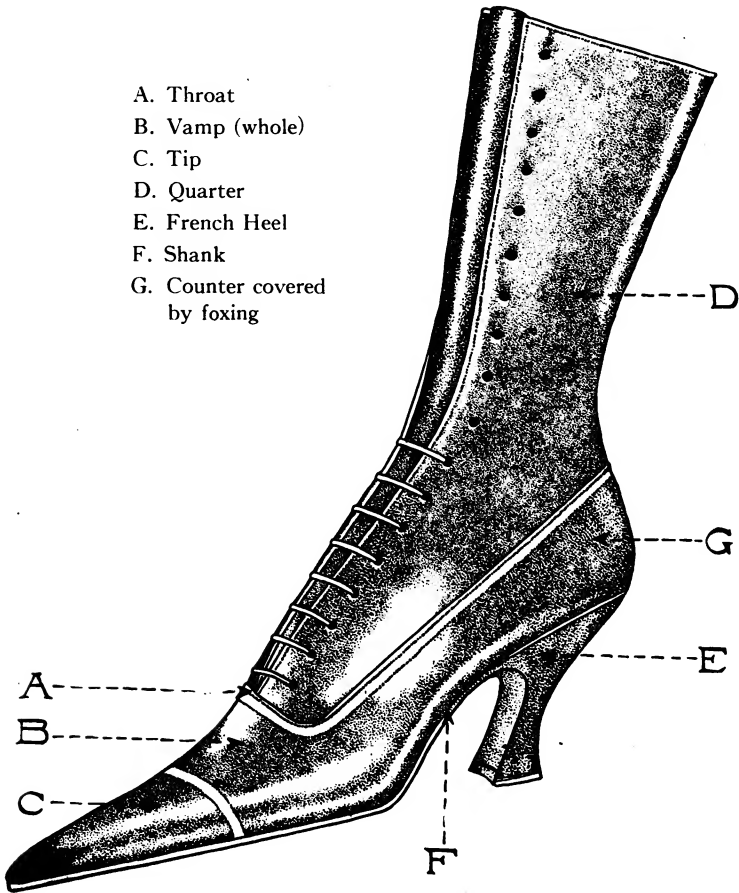


FIGURE 2
THE PARTS OF A HIGH SHOE

used more frequently to mean quarter. The upper is made up of the following parts:

VAMP. The vamp is the bottom part of the upper. When it

extends from the toe around the heel with a seam at the back of the heel it is called a whole vamp.

A "three-quarter" vamp is distinguished from a whole vamp by having a seam on the inner side of the shoe at the shank. Some say that this makes the shoe fit better but this is not necessarily true. It is cheaper to make the three quarter vamp.

A "circular" vamp extends from the toe to the middle of the shank on either side.

A "split" vamp has a seam down the front from the lacing to the toe of the shoe. Sometimes this is called "gypsy vamp." It is usually only found on extreme or novelty styles of shoes.

The "cut-off" vamp is cut off at the toe and is stitched to the toe cap or tip. It does not extend under the tip.

VAMP LINING. The vamp is always lined with a fabric or light weight leather.

QUARTER. The quarter, or top of the shoe, is the part of the upper not included in the vamp. It may be whole or pieced. Sometimes it is finished at the top with a narrow piece of leather called a collar, or cuff.

QUARTER LINING. The quarter is always lined with a fabric or light weight leather.

FOXING. If the shoe has a circular vamp the foxing is the piece of leather covering the lower part of the quarter at the heel. It may be the same material as the rest of the quarter or it may be a different material or color. When a shoe is whole vamped it is sometimes spoken of as "whole foxed," or "slipper foxed."

COUNTER. The counter is a piece of leather or other stiffened material which is slipped between the lining of the upper and the outer leather at the heel to keep the back of the shoe in shape. It usually extends around the heel to the shank at either side. Counters differ in shape and material.

TOE CAP, OR TIP. This is an extra piece of leather covering the vamp at the toe of the shoe.

"Stock tip" is a tip of the same material as the vamp.

"Patent tip" is a patent leather tip.

"Wing tip" has a point in the center and extends in curved lines backward at either side of the shoe.

"Straight tip" is attached straight across the toe.

"Imitation tip" is the stitching across a plain vamp to imitate a tip.

TOE BOXING. Boxing is a stiffening of leather or other material slipped between the lining of the vamp and the vamp at the toe to preserve the shape of the toe of the shoe. The shoe is said to have a "soft toe" when there is no boxing in the toe. This is usually found in shoes for elderly women, gymnasium shoes, or comfort shoes.

BACK STAY. The seam of the upper at the back of the shoe is usually covered by a piece of leather called the back stay. It makes the shoe more durable because it strenghtens the back seam. The seam in the lining of the upper is also protected and strengthened by an *inner back stay*.

EYELET FACING. This is the piece of leather on the inside of the upper where the eyelets for lacing are inserted. In a button shoe this piece is called the button flap or facing.

BLIND EYLET. When the hole of the eyelet is not finished with an eyelet but is left raw on the right side, it is called a "blind eyelet."

COLLAR, OR CUFF. This is a band of leather around the top of the shoe, used as a decoration. A cuff is wider than a collar.

INSIDE COLLAR OR CUFF. This is the inside facing at the top of the shoe.

TONGUE. The tongue is a strip of leather stitched at the throat, (which is the opening of the upper next to the vamp on a lace shoe,) and extends to the top of the shoe under the lacings.

HEEL. There are six styles of heels which are most frequently used in women's shoes: French, Louis XV., Baby Louis, Military, Cuban, Common Sense or Flat heel.

The French heel is the highest heel made, differing from the Louis XV. in that the latter is usually not so high and does not have so pronounced a curve. However, some shoe men say that the French and the Louis XV. heels are practically the same.

A Cuban heel differs from a French heel in that it has a back-line which slopes gradually but does not curve in. It differs from the Military heel in height and shape. The Cuban is always higher than the Military. The Military heel, having a straight back line, has a larger surface area than the Cuban.

The Common-Sense heel is lower and flatter than a Military heel. A Baby Louis heel is similar in shape to a French heel, but is only 1 or 1½ inches high.

QUESTIONS ON THE PARTS OF A SHOE

1. Take some shoes and point to each of the following parts: insole, shank a three-quarter vamp, the quarter, foxing, counter, back-stay, eyelet facing, cuff.
2. Find a shoe with a French heel, one with a Baby Louis, a Military, a Cuban, a Common Sense heel.
3. What is a long vamped shoe?
4. What is "slipper foxed?"
5. What is meant when a salesperson says that the counter of a shoe is stiff?
6. Can you see any advantages in an imitation tip?
7. Why does an elderly women's shoe have a "soft toe?"
8. Why does a back stay make a shoe durable?
9. What are advantages of a full-breasted heel?
10. Are there any shoes in your department with blind eyelets? with flexible shanks? with steel shanks? with "soft toes?" with winged tips?

The front face of a French heel (that is, the breast) extends forward somewhat under the shank of the shoe. When the finishing sole not only covers the shank but also runs down the breast of the heel, the latter is said to be "full-breasted." The advantages of this feature are that the break between heel and sole is concealed, and there is less danger of the heel's coming off.

CHAPTER III

Materials Used in Shoes

The shoe salesperson must be able to recognize and name the materials used in the making of shoes and to answer the questions which customers may ask concerning the wearing quality, the appropriate use, and the difference in value of different materials.

The principal materials used in the manufacture of shoes are leather, imitation leather, cloth, and felt.

PREPARATION OF LEATHER FOR SHOES

The leathers which are most frequently used in making shoes are kid, goat, calf, and sheepskin, horsehide, and cowhide. It is difficult for a person inexperienced in the handling of leathers to recognize all of the many grades and variations in the different kinds of leather. There are many points to look for in judging the quality of skin,—namely, the fineness of the fibre, the texture, the thickness and weight, and the pliability. These characteristics are learned by handling the leathers, feeling them and closely observing the surface of the skins.

The different characteristics of the quality in the skin depend upon the breed of the animal; the age,—the skins grow coarser and heavier as the animal grows older; the sex,—the skin of the female animal is thinner and finer than that of the male; the environment in which the animal is raised. In some countries great care is taken to see that the animals are properly fed and protected from scratches and bruises. Different parts of the body produce different qualities of skin. In the factories which make the best and highest priced shoes only the best parts of the skin are used. This takes many more skins than are needed when practically all the skin is used. Frequently in making less expensive shoes, a good quality is used in the parts of the shoe that get the most wear, as in the vamps, and the poorer qualities are used where there is not so much strain and wear, as in the tops.

Different kinds of footwear demand different qualities in the

leather. Beauty (fineness of fibre and grain), flexibility, durability, and adaptability to cleaning and polishing are the principal characteristics sought. Various processes are used in treating skins to bring out these characteristics. The most important one is tanning.

THE TANNING OF SKINS*

Tanning is the process which changes the skin of animals into leather. The beauty, wearing quality, the flexibility and the cost of leathers are all dependent upon the way in which the skin is tanned. The purpose of tanning is to produce a skin which will be strong, pliable, and which will not break or crack. If it is done properly, it increases the durability of the skin by making it tougher and waterproof, and changes it so it will not rot. Before tanning the hair must be removed and the skin prepared for tanning. Skins may be tanned by chemicals from vegetable barks or from minerals.

VEGETABLE TANNING. The barks of many trees are used for tanning. They contain an acid called *tannic acid* which, when made into solution, acts upon the skins and changes the gelatine substance in the hide. This makes what we call leather.

Vegetable tanning is slower than mineral tanning, sometimes taking two or three months to tan a hide. Because this ties up capital, it makes it a more expensive process than chrome tanning which takes only a few hours. For this reason there is very little vegetable tanning done for upper leathers of shoes.

Vegetable tanning is known as a plumping tannage,—that is, the leather fills and comes out heavier than it would in chrome tanning, which is a contracting tannage. Vegetable tanned leather probably gives from five per cent to ten per cent more measure from the same material than would be gotten out of the same leather tanned in chrome.

MINERAL TANNING (CHROME). This is a much shorter and less expensive way of tanning than is the vegetable tanning. If carefully done the leather becomes softer, closer in texture, more flexible, stronger, not so easily affected by water. The greatest

*NOTE.—There has been no attempt made here to give a full description of the tanning process. An effort has been made to tell very simply what tanning is so that a salesperson may understand the word and the purpose of the process. For further study see the bibliography in the appendix.

disadvantage of the chrome tanning is the danger of tanning the skins too rapidly; this weakens the fibers and makes the leather less durable. Over-tanned leather does not wear well. Sometimes shoes made of leather which has been over-tanned are said to cause the feet to burn.

Nearly 95 per cent of all leather for shoe uppers is chrome tanned. Chrome tanning might be called a more permanent tannage. By going through different processes the tanning of vegetable tanned leathers can be removed. It is practically impossible to remove the tanning from a chrome tanned skin. Chrome tanned leather can be boiled in hot water and it will not contract and grow hard, while vegetable tanned leather will contract, grow hard and break like the bark of a tree.

CHROME RETANNED LEATHER. In this tannage the skins or hides are first tanned in chrome and then retanned in the vegetable tannage. This process gives added weight to the skins over the chrome tanned process, leaving the leather soft and flexible. The leather will not harden or contract by being wet and dried and perspiration does not effect it as it does vegetable tanned leather. It is safe to say that 90 per cent of all of the shoes made for the United States Army in the late war were made from leather tanned by this process and that practically all the shoes today being ordered for the army are being made from leather tanned in this way.

DYEING

The beauty and serviceability of the leather is frequently affected by the way in which the skin has been dyed. There are two methods used in dyeing: (1) the bath or dipping method, and (2) the flat surface, or brush dyeing method. In the bath method the skin is put into the bath and the dye colors both sides of the skin. In the flat surface dyeing, the dye is brushed onto the surface of the skin. For shoes the bath dye is the more lasting, but on account of the tanning some leathers cannot be bath dyed. Suede is always brush dyed.

FINISHING THE LEATHER

WAX FINISH. After the leathers have been tanned, the skins have to be cleaned, smoothed, and softened, made more pliable and more pleasing in appearance. The beauty of the leather

depends largely upon the finishing processes. Dressing brings out the lustre and grain of the leather. In dressing leathers either side of the skin may be finished. The side of the skin on which the hair grows is called the grain side; the side next to the body is called the flesh side. Tanners say that probably 90 per cent of all leather that is finished today is finished on the hair or grain side of the skin.

The various finishes used in shoes are: graining, boarding, glazing, buffing, fluffing, waxing, and enameling or japanning.

GRAINING and BOARDING are called natural grain finishes and are produced by putting the two grain sides of the piece of leather together and rolling them with a cork board. This brings up the natural grain of the leather, or, on a cheaper skin, gives an artificial grain.

BOARDING gives a pebbled surface to the grain side of the skin. It is often used to cover up peculiarities or discolorations in the skins.

GLAZING makes the surface of the grain side of the leather smooth with a slight lustre or shine.

BUFFING is shaving off a very thin layer from the *grain* side of the leather, producing a soft surface similar to suede but without the nap.

FLUFFING is running the *flesh* side of the skin over an emery wheel to smooth the skin and raise a soft nap. Suede is finished in this way.

WAXING is dressing the flesh side of leather so it has a dull, black, waxy finish.

ENAMELING (OR JAPANING) is coating the skin with a varnish to produce a very smooth surface and a high gloss. Enameled leather is usually applied to leathers varnished on the grain side, and japanned or patent leather to those on the flesh side.

DIFFERENT MATERIALS USED IN THE UPPERS OF SHOES

Kid Skin

Kid skin is a light weight leather, soft and pliable. It ranks foremost in the light leathers generally used in shoes, having greater amount of stretch than any other leather, a fine grain, and taking polish well. It is not so durable as calf because it

scuffs more easily, but it is dressier. The grade of kidskin can be gauged by the pores. In fine grades the pores are hardly visible. The term "kid skin" is applied to any kid or goat skin and has nothing to do with the size, age or quality of the skin. Ninety-eight per cent of the kid skins used in the United States are imported from other parts of the world. The thickness of the skin and the grain differ in different species.

Many tanners give a special name to the leather which they tan. One of the most striking examples of this is Vici kid. Robert H. Foederer of Philadelphia was the first tanner to tan leather successfully with chrome tanning. The leather which he tanned he called by the name of Vici. This is a trade name which he has had copyrighted. Many people call their kid leather Vici, but it is an infringement on the trade mark.

GLAZED KID SKIN has a glossy finish. It is chrome tanned, then dyed by submerging it in color. It is made in black and colors, particularly tan. There are many trade names for glazed kid, Vici being the most famous one. Glazed kid is used in the upper for any kind of shoes where a soft, light weight leather is desirable. Its flexibility makes it especially desirable for comfort shoes, elderly women's shoes, corrective shoes, bedroom and boudoir slippers, gymnasium shoes, dancing and evening slippers.

MAT KID has a dull, black waxy finish on the grain side of the leather. It is used for tops of shoes.

DULL KID is practically the same as mat kid.

PATENT KID is goat skin with a high gloss produced by varnishing the leather. The leather is handsome, the lines of the last are brought out to excellent advantage, and no polishing is necessary. It is apt to crack because when the leather expands the coating of varnish which is inelastic may crack. For this reason it is seldom guaranteed, although it frequently gives excellent service. The finish is a very popular one and is used especially for informal dress wear, being appropriate for almost any occasion. It is less satisfactory for shoes that must be given hard wear.

CABARETTA comes from animals called hair sheep. These animals have both hair and wool and the finest varieties are practically as good as kid skin. It is much cheaper than kid and very satisfactory for medium grades of shoes.

Calfskin

Calfskin is usually thought of as thicker and firmer than kid skin. It is not so pliable but wears well, resists water and does not scuff so readily as kid. It takes a high polish as well as a dull velvet finish and can be kept in better condition than many other leathers. Calfskin comes in all weights from the very light weight to the heavy weight.

The higher grades of calf are durable, strong, pliable, of fine texture and grain. Calf is probably the most satisfactory leather for a practical every day shoe. Frequently it is combined with colored cloth or kid top for dress wear. Sixty per cent of the calf skins used are imported.

As in kid shoes there are many trade names used in selling calf shoes. Only the ones most frequently used will be given below:

WAX OR DULL CALF is calfskin that has been given a wax finish on the flesh side and is dull and unglazed. It is one of the most satisfactory finishes given calf. FRENCH CALF is a superior grade of wax finished skin.

MAT CALF is a chrome tanned calfskin finished on the grain side and having a dull finish, but not waxy. It is usually used in the tops of shoes.

VELOUR OR VELVET CALF has a glazed finish on the grain side. It is a trade name.

BOARDED OR BOX CALF is produced by putting the two sides of grain together and rolling, which brings up the grain and which is called Boarded or Box Calf.

WILLOW CALF is a leather that is finished in the same way, only a colored leather rather than black.

GUN METAL CALF is a chrome tanned and usually well finished leather with a dull or semi-bright surface.

RUSSIAN CALF is usually a superior quality of colored calfskin, (almost always brown or tan). The genuine Russian calf is dressed with birch oil which gives it a characteristic odor.

OOZE LEATHER is calf skin with a suede finish. It is desirable because of its beauty rather than its durability. It is used principally for dress shoes or slippers.

KANGAROO CALF is a calf skin finished to imitate kangaroo skin.

PATENT CALF has a finish similar to patent kid.

Cowhide

In order to produce cheap shoes, very frequently cowhide is used for the uppers. Often the hide is so treated that only an expert can distinguish it from calf.

SIDE LEATHER. In using cowhide the skin is cut down the middle of the back into two halves, and these halves are called sides. Sometimes one hears that a shoe is made from side leather. That means that the skin used is made of cowhide. The cowhide has to be reduced in thickness before it can be used.

SPLITS. After the hides have been cut in two, the sides of leather are split. The skin may be split in two, three or more layers, depending on the way in which they are to be used.

Splits are usually finished to imitate other leathers and are satisfactory if well tanned and dressed. They are strong and durable and much cheaper. They are much coarser in texture; they do not take nor retain so high a polish; and they are less beautiful than kid or calf.

SATIN CALF OR OIL GRAINED is a split leather dressed with oil and grained or boarded to imitate calf.

GLOVE SHOE LEATHER is usually a split leather which has been buffed; i. e., had the grain surface removed, and then has had a wax finish. This is sometimes called *Buff Split*.

Buckskin

BUCKSKIN is made from the skin of a deer if genuine. It has a finish similar to suede, but is firmer and more durable because it is finished on the grain side. A buffed finished cowhide or calfskin is sometimes called buckskin. It is usually white or yellowish or grayish in color. It is stronger and heavier than suede and has a more compact nap.

NUBUCK is a trade name given to an imitation of buckskin.

Horsehide

COLTSKIN is leather from the horse as well as the colt. Horsehide is so thick that it is split to make the leather thin enough for the uppers of shoes.

CORDOVAN is the best and strongest part of horsehide. It is very firm and solid and takes a very high polish, and retains its luster after considerable wear. It is very satisfactory because of its wearing quality but, owing to the weight of the skin, it is used more for men's shoes than for women's. It is usually reddish brown.

PATENT COLT is colt skin with a finish similar to patent kid or patent calf. It is considered by many to give more satisfactory service than any other patent leather.

Sheepskin

Sheepskin is light in weight and fine in texture, but not durable. The fibers lie parallel and the skin tends to peel off in layers. It is usually used where durability is not essential and where the strain will not be so great, as in the linings or trimmings. Sometimes the better grades are finished to imitate calfskin and are used for tops of shoes. The skin is not so firm as calf skin nor so pliable as kid.

Chamois

Chamois was formerly made from the skin of the chamois or deer but now it is usually alum tanned sheepskin. It is sometimes used in tops of shoes but it is not very durable.

Pigskin

Pigskin is tough, light colored and strong but it is too porous to be used much for tops of shoes. It is more frequently used for linings.

Kangaroo

Kangaroo is a very excellent leather for shoes, being strong, durable, elastic, and beautiful. Very few shoes are made from this leather now as the supply is so limited. It is perhaps the most satisfactory leather there is for shoes.

Special Finishes

SUEDE may be made from kidskin, calf or cowhide. The distinguishing characteristic of suede is a soft napped surface. As a rule suede is brush dyed. It is desirable because of its beauty rather than its durability, for it is apt to wear shabby soon and it is difficult to clean. It does not hold its shape as well

as calfskin, which has been treated differently. It is much in demand for fancy dress shoes, novelties, and evening slippers.

BRONZE shoes are made of kid, calf, or side leather. The leather is colored with a dye which shows a metallic lustre or bronze effect. It is used exclusively for dress shoes and slippers. The color is not guaranteed permanent because it is affected both by rubbing and water.

ENAMELED and PATENT LEATHER may be made from kid, colt, calf, and side leather. It is very difficult to distinguish between the better and poorer grades. It has a black, glossy, smooth surface. The leather is handsome, the lines of the last are brought out to excellent advantage, and no polishing is necessary. It is used largely for dress wear.

Cloth

Recently, owing to the dictates of fashion, cloth has been used quite extensively in shoes. The shoe can be matched to the costume more easily if it is made of cloth or at least if the top is of cloth. A cloth shoe does not always wear so well as a good leather, but if it is a good quality it gives good service. It cannot be polished and kept in as good shape as leather shoes can. The quality of cloth shoes depends upon the firmness of the weave and the kind and quality of yarns used in making the cloth. Cravenette, serge, and poplin are the most satisfactory kinds of cloth used in shoes from the point of durability. Satin and velvet are the most beautiful.

It is very difficult to judge the quality of a cloth shoe. If the shoe is a high grade shoe made by a reliable house it is safe to assume that the cloth is a good quality. The very poor qualities are recognized by the cheap cotton look.

Satin, gold and silver cloth, silver brocade, canvas and velvet are practically the only fabrics used in making the entire upper of a shoe. Serge, cravenette, worumbo, and poplin, as well as satin are used for tops of shoes.

SATIN is recognized by its bright lustrous surface. It is a beautiful fabric but is not so strong nor so durable as leather. It is desirable for boudoir and evening slippers because it can be matched to the costume.

GOLD AND SILVER CLOTH are made with threads of metals.

They are used only in evening slippers. Their greatest disadvantage is that they tarnish.

ALUMINUM CLOTH looks like silver cloth but does not tarnish.

BROCADE is a cloth with fancy weave. Figures stand up from the background as if they were embroidered upon it. This cloth is used only in evening shoes and slippers.

CANVAS is a cotton cloth in a plain weave which is used for summer footwear. It is light, cool, easily cleaned and less expensive than leather. It is not impervious to water. Different grades of canvas are used in different priced shoes. The better qualities are woven more firmly and are made of better yarn. Canvas shoes are not as dressy as kid shoes. Duck is similar to canvas.

SERGE is a woolen material in a twill weave. In the cheaper grades the yarns are adulterated with cotton. A good quality of serge wears well.

CRAVENETTE is a material with a twill which looks like gabardine. The diagonal lines are more prominent in cravenette than in serge. Unless the material is very cheap it should wear well. It has been made waterproof and therefore does not spot.

WORUMBO, sometimes called rumbo, is a woolen fabric made with a napped surface similar to velour but stronger and firmer. It is used often in shoes for dress wear because of its soft and beautiful finish. It is not so serviceable and durable as the smoother fabric.

POPLIN is a corded material, usually very strong and satisfactory. It is usually found in black and white.

VELVET used in shoes is a fabric usually made of silk and cotton. It has a soft napped surface. It is used for dress wear.

FELT is a cloth made by matting fiber of wool or wood, fur and hair into a compact fabric by rolling or pressure. It is used for house slippers.

Outer Soles

The soles of shoes receive harder wear than any other part of the shoe. Therefore quality of material is essential if the shoe is to give satisfaction.

Flexibility and durability are the two important qualities required for sole leather. The sole of a shoe is flexed over 2000

times for each mile walked. Leather that is not flexible will not stand the strain. A leather with a fine fiber is more resistant to wear and does not grind away as quickly as a coarse leather. It is important, too, that soles be waterproof.

The leathers used in outer soles are classified according to their tanning. The heavier leathers are used, such as cowhide, ox, and buffalo. Up to the present time sole leather has been tanned by vegetable rather than chrome tanning.

OAK LEATHER is leather which was formerly tanned by the use of oak bark. It was a light, firm, creamy tan leather and was the most flexible sole leather on the market. It was not affected by water as other leathers are. It was the most expensive sole leather owing to the long time that it took to be tanned. Owing to the scarcity of oak bark other barks were used and now a sole leather having a light color is called oak leather. Oak leather is now used only in very high grade shoes.

HEMLOCK is a lower grade of leather. It is tanned by the use of hemlock bark, and is dark red in color. It is not flexible but resists water for a long time and is therefore suitable for hard wear. It is not used much in women's shoes for it is not flexible enough for turned soles and cannot be easily channelled for welt soles.

UNION LEATHER is tanned by a combination of oak and hemlock bark. It makes a firm flexible sole, fairly resistant to water, less expensive than oak and of a higher grade than hemlock. It is most generally used in the medium and better grades of women's shoes.

CHROME tanned soles are hard and durable but as yet the use of chrome in tanning sole leather is more or less experimental except for cheap outing shoes or waterproofed storm shoes. The leather is pearl grey until waterproofed when it turns a dark greenish shade.

VISCOLIZED sole is a trade name for waterproof sole leather.

LEATHER SUBSTITUTES. Owing to the high cost of sole leather many imitations of leather are now in the market. As a rule they are made from wastes of leather, mixed with rubber, paper or rags.

The leather substitutes are desirable because of their cheapness but they are not so comfortable as the leather sole and

sometimes do not wear so well. Neolin and Erco soles are trade names for composition. Neolin is said to be made of rubber and cork. Many people think it wears better than leather.

Insoles

Insoles may be made of leather or leather substitutes. Often the cost of the shoe can be lessened and the durability not impaired by the kind of insoles used.

GOODYEAR WELT INSOLES. In the Goodyear Welt the insole may be all leather or reinforced. The all-leather is more expensive because it must be made of good leather. The reinforced sole may be made of poorer quality and thinner. It is reinforced by cementing it on heavy canvas. This makes a lighter weight sole.

- For insoles in other kinds of shoes a light weight leather may be reinforced by felt or canvas or two thin leather insoles may be put together. These are frequently used in McKay shoes. This is not so durable as solid leather.

FIBRE BOARD, a mixture of paper rags and leather scraps, is often used to reinforce light leather insoles. It is not so durable and is used in cheaper grade shoes.

Counters, Stiffening, Boxing

The purpose of the counters and stiffeners is to keep the shoes in shape. The following points are considered in selecting the material: enough rigidity to endure strain without losing shape, ability to withstand dampness, light weight, flexibility, and cost.

SOLID LEATHER is the most expensive and the most satisfactory material but is used only on expensive shoes. The following materials are listed in the order of their desirability for counters; Solid leather, pigskin, two pieces of thick leather cemented together, thin leather with canvas back, leather with fibre back, fibre board with canvas back, and fibre board.

TOE BOXING. "Toe casing" or "toe stiffening."

PIGSKIN is the most satisfactory material used for toe boxing. It can easily be fitted around the toe. It conforms to the shape of the toe and becomes hard and rigid. It will withstand wear. It is not affected by perspiration.

CELLUOID is sometimes used but it cannot stand rough wear.

BUCKRAM OR CANVAS which has been prepared with heavy

coatings of sizing is most frequently used in the cheaper shoes. It is not flexible, and, if crushed, does not spring back to place as leather does.

Heels

Heels may be cut out of wood and covered with material to match the rest of the shoe or they may be made of leather or leather substitutes. Wooden heels are lighter in weight than leather and cheaper to produce, and can be covered to match the rest of the shoe. Leather is the most expensive but the only material that is satisfactory under all conditions. Leather heels are made of lifts, which are pieces of light weight leather cemented together.

Frequently leather substitutes or wood pulp are used for half the heel and the last three or four lifts and the top lift are of leather.

Often a manufacturer has to depend upon the word of the tanner as to the quality of the leather, and the retail buyer depends upon the honesty of the manufacturer. High grade houses have earned their reputation by putting out dependable goods. The make of the shoe often helps the salesperson to determine the quality of the materials. By comparing the leather and linings of high grade shoes with those of a cheaper grade, a salesperson can learn to recognize the better qualities. The quality of heel, sole, counter and boxings has to be referred to the buyer or manufacturer.

Materials Used for Lining Uppers

Cotton, linen, and leather linings are used. Cotton is by far the cheapest. It is used to line the quarter of the shoe, usually a strong, firmly woven drill, duck or canvas wears very satisfactorily. In the better grades of shoes the lining is bound with leather. The facings or stays for the button flap or the lacing stay should be leather to give service. The top of the shoe is usually finished with a band of silk, cotton, or leather. The leather is the most durable. If silk or cotton is used the leather facing stay should go to the top of the shoe to give support for the eyelets. The heel of the upper is often lined with a suede leather to keep it from slipping. Sheepskin is often used for the leather lining. The ends of calf or kid which are not large enough to be used elsewhere may be made into facings. In the more ex-

pensive shoes the linings are very noticeably of higher grade, not only the fabric used in lining the uppers but also the lining over the sole, heel, tongue, facing, etc.

A high grade shoe from a house that used only the best quality of materials has better linings and finishings than has a cheaper grade of shoe.

Findings

The quality of thread, nails, cement, and buttons affect the price of the shoes. Buttons especially vary in grades and frequently very expensive buttons are used on high priced shoes. Buttoned shoes cost ten cents to twenty cents more to make than laced shoes. A better quality of thread is used on the more expensive shoes. Cement used on cheap shoes is of a lower grade than that used on the high grade shoes.

QUESTIONS ON MATERIALS

1. What different leathers are found in the department?
2. Find a kid, a calf, a side leather, a suede, a buck, a patent leather.
3. What cloth materials are used?
4. Find a satin, a canvas, a poplin top, a cravanette top.
5. Find a mat kid, a Russian calf, an ooze leather, a bronze, a boarded leather.
6. How does tanning improve a leather?
7. Why should a salesperson know about tanning and finishing of leather?
8. What materials in the shoes in your department are best for dress wear?
9. What are the best for every day wear?
10. If the buyer tells his salespeople that a certain shoe has a leather counter how can the salespeople use that as a talking point?

CHAPTER IV

The Making of a Shoe

The way in which the shoe is made may affect the cost, the comfort, the wearing quality, and the beauty of the shoe. The salesperson must be able (1) to recognize a well-made shoe; (2) to explain why one make of shoe costs more than the other; (3) to show how the making of the shoe affects the comfort, durability and beauty of the shoe.

The shoe goes through more than a hundred processes in the making. Only those processes will be given here which affect materially the price, beauty, comfort, or wearing quality.

In making shoes the first thing to be considered is the selection of materials. This depends upon the kind of shoe to be made and what the shoe is to cost.

LASTS. The shoe manufacturer is able to produce any style desired by using different forms or lasts in making the shoe. The last is a wooden or metal form shaped like a foot on which the shoe is made. It is shaped very carefully with proportions and measurements very exact. If the shoe is to have a long, narrow

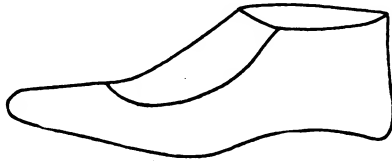


FIGURE 3
THE LAST ON WHICH A SHOE IS MADE

vamp with pointed toes, the last selected on which to make the shoe will have a long narrow vamp with pointed toe. The last gives the shoe its shape and for this reason the word *last* is sometimes used instead of *shape* in talking about shoes. A salesman

may say, "Try on a different last," which means try on a different shaped shoe.

When fashions change and new styles of lasts have to be purchased in order to make the fashionable models in shoes, the cost of the shoe is increased.

CUTTING THE MATERIAL. After the materials and the style have been determined the parts of the shoe are cut to conform exactly to the shape and size of the last on which the shoe is to be made. The cutting of the material is very important because the way in which the pattern is placed upon the leather and the care with which it is cut affect the price and beauty of the shoe. If the pattern is placed carelessly there may be a great waste of material. If it is not cut accurately it will not conform to the last and look so well as if it were cut exactly right. The shoe will not keep its shape nor give as good service if it is not cut correctly.

STITCHING THE PARTS TOGETHER. After the parts of the upper are cut, the edges are smoothed, folded under and cemented to make the seams and edges neat. The way in which the seams are finished affects the quality of workmanship. The parts of the upper are stitched together. This means that the vamp and vamp lining, the quarter and quarter lining, the foxing and the tip have all been put together ready for lasting. The stitching on an expensive shoe is done more carefully than on a cheaper shoe.

PUTTING ON THE SOLE

When the upper is finished the parts of the shoe are assembled, upper, counter, boxing, insole, outsole, and heel. There are three methods used in putting on the sole. The shoe may be made with a Goodyear Welt sole, a McKay sole, or a turned sole. Before the shoe is lasted the counter is placed at the heel between the lining of the vamp and the vamp. If the Goodyear or McKay method is to be used, the insole is tacked to the last and the last is put onto the upper, with the seam of the heel placed over the heel of the last. The upper is then pulled over the last until it fits the form without a wrinkle. It is then tacked to the insole to hold it in place while finishing the shoe.

GOODYEAR WELT SOLE

When the Goodyear method is used the welt is then put on. The welt is a narrow strip of leather so prepared that it is first

sewed to the upper and insole and later to the outsole. It starts at one side of the shank next to the heel and extends around the shoe to the same place on the other side of the shank. A machine has been invented which stitches the welt, upper, and insole together so that the stitches do not come through on the inside of

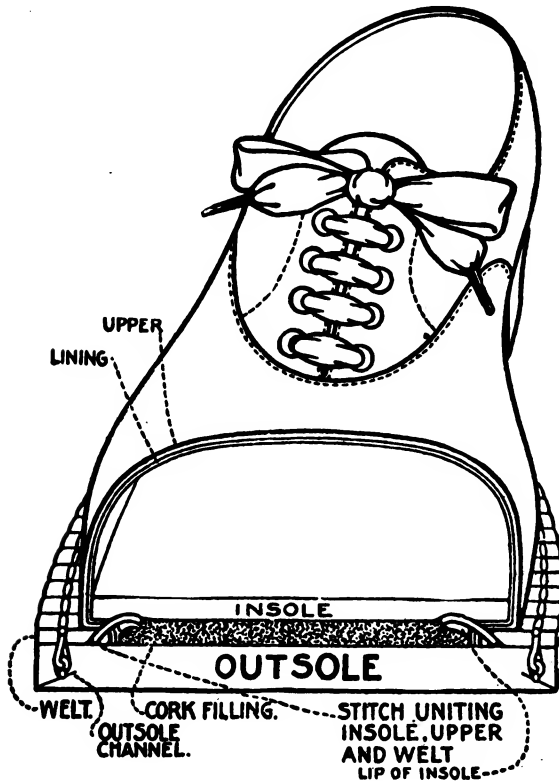


FIGURE 4

CROSS SECTION OF A GOODYEAR WELT SHOE

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the shoe. After the welt has been stitched and trimmed, the outside of the insole is coated with a mixture of rubber, cement, and cork. This is to prevent the leather of the outsole from coming in contact with the leather of the insole in order to keep the shoe from squeaking. It also levels the bottom of the sole and makes the shoe more durable.



FIGURE 5

STAGES IN THE GOODYEAR WELT PROCESS

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- A. The wooden last on which the shoe is made.
- B. The upper sewed together ready to be soled.
- C. The insole to which the upper and welt are sewed.
- D. The shoe lasted and ready to have the welt put on.
- E. The welt partly sewed on.
- F. The welt entirely sewed on ready for trimming.
- G. The outsole.
- H. Shoe with outsole laid and rounded and channelled with the lip turned up ready for stitching.
- I. The lip.
- J. Shoe with heel in place.
- K. Shoe with sole stitched and heel on—ready for finishing.

The outsole is then cemented to the welt and insole. After the soles have dried, a machine rounds off and trims the sole and cuts a slit about a quarter of an inch along the bottom edge of the outsole. This slit is called a lip or an outsole channel. The lip is turned back from the sole to allow the sole to be sewed to the welt. After the sole is stitched the lip is cemented down, covering the stitches. The stitches do not show on the bottom of the sole, but they do show on the top of the welt. In the Goodyear Welt every tack is removed by machinery before the shoe is finished. The illustration shows a Goodyear Welt shoe cut in two.

MC KAY SOLE

The McKay method of making shoes differs from the Goodyear Welt in the way in which the sole is sewed to the upper.

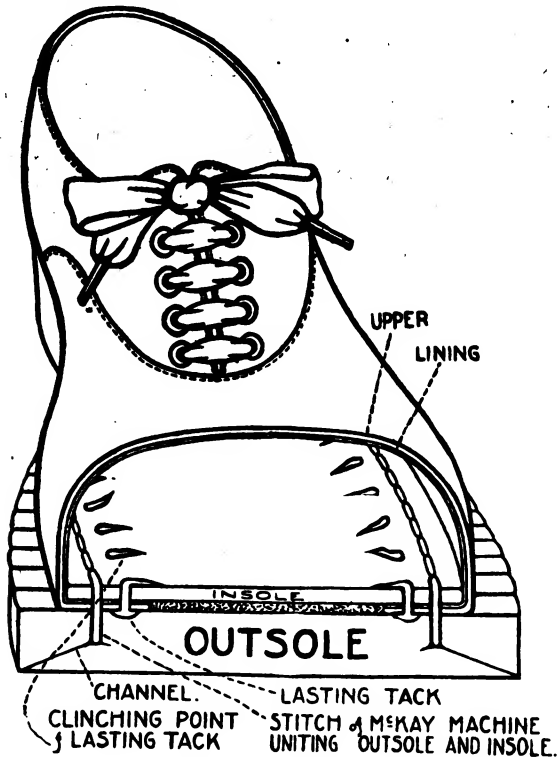


FIGURE 6. CROSS SECTION OF MC KAY SEWED SHOE
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When the upper of the shoe is pulled over the last to which the insole has already been tacked, the outsole is laid in place and tacked to the toe, shank and heel, to hold it in place. The sole has a lip, or slit, at the bottom edge that is wider than the lip on the Goodyear sole.

The last is then pulled or withdrawn from the shoe, the lip of the sole is turned back, and the McKay stitching machine sews through the insole, upper, and sole. The lips are then cemented over the stitching on the bottom of the outsole, and the inside of the shoe is lined with a thin piece of leather to cover the stitching and lasting tacks. In the illustration one can see the stitching and tacks that are found on all McKay soled shoes.

TURNUED SOLE

The turned sole is used for very light weight shoes and slippers. (1) The sole is placed on the last wrong side out. (2) The upper is made and is put over the last, wrong side out. The upper and sole are tacked in place and the upper is sewed to the sole. The tacks are removed, the edges are trimmed and a small steel shank is placed in the space between the heel and the ball. The shoe is then turned right side out. This requires very soft, flexible, and high grade leather. After the shoe is turned it is put back on to the last and allowed to stay on the last at least ten days. The inside of the sole is carefully lined, to cover the inside seam. Usually turned sole shoes have a separate piece of lining over the sole, but they have no insole as have the Goodyear Welt and McKay shoes. The term "turned sole" is used because the shoe is made wrong side out and turned. The seam does not show on the outside.

LEVELING THE SOLE. After the sole is put on it is leveled. This means that it is passed over a roller and rolled until every bit of unevenness in the sole is smoothed off. This is a very important process from the point of view of comfort. The leveling is not so carefully done in cheap grades of shoes.

ATTACHING THE HEELS. The heels are attached next. Leather heels are made up of a number of pieces of leather called lifts. These lifts are cemented together, shaped and then nailed to the shoe by machines. If the heel is to be made of wood, the form of the heel is cut out of wood and covered with material to match

the rest of the shoe. A top lift of leather is placed on the bottom of the heel to make the heel more durable. Great care is taken to see that the heel is proportioned to bring out the best lines of the shoe. The heel is then cemented and nailed to the shoe. The heel is much more secure and less likely to come off if it is cemented as well as nailed on. If a wooden heel is full breasted, it is more durable.

FINISHING THE SHOE. The shoe then goes through a series of finishing processes. The edges are trimmed and buffed and polished. The stitching on the top of the Goodyear Welt is made more even and pleasing by series of indentations between the stitches. On some shoes the stitches on the welt are drawn into the welt slightly below its surface, so that they are scarcely noticeable. This is called fudge stitched.

The shoe has been on the last during the making. After it is finished it is allowed to remain on the last for from ten days to three weeks. This allows time for the leather to stretch and assume the shape of the last. Shoes which have not stayed on the last at least ten days soon lose their shape.

When the shoe is finally removed from the last it is put on a shoe tree and passed over a machine which irons out every wrinkle. The shoe then receives its final polish and is packed ready for shipping.

A COMPARISON OF THE GOODYEAR WELT, MCKAY, AND TURNED SOLE

DISTINGUISHING CHARACTERISTICS. The Goodyear Welt sole can be recognized by feeling the inside of the shoe. There are no tacks, stitching nor rough seams on the inside of the shoe. One can see where the welt starts at the heel on the outside of the shoe. In the McKay sole, if the inside lining of the sole is turned back, one can see the stitches and lasting tacks which hold the soles and uppers together. The turned sole is lighter and more flexible than any other sole and by turning back the lining which covers the sole one can see the stitching where the upper and sole were sewed together.

COMFORT. The Goodyear Welt sole is more comfortable to wear than the McKay because it has a smoother sole. The stitches and tacks in the McKay sole are apt to make the shoe more uncomfortable. In the better grades of McKay shoe this

disadvantage is overcome by putting in a good heavy leather lining. The turned sole, being so light and flexible, is especially desirable for a dancing shoe, a gymnasium shoe, or a boudoir slipper. Only the best quality of soft, pliable leather can be used in a turned sole. Because of the softness and pliability it is very comfortable if one does not have to do much walking but for hard wear it is too light to be of much protection.

COST. The McKay sole can be made more cheaply than either of the other two kinds of soles, because the insole, upper and outsole are all sewed on in one operation. With the Goodyear Welt more processes are involved on account of the welt. Therefore a McKay shoe can have better materials used and not cost more than a welt shoe. The turned sole can be made only when the finest leathers are used. This makes it expensive to produce.

DURABILITY. The turned sole is not durable because of the thinness of the sole and it cannot be repaired very satisfactorily. It does not keep its shape so well as the other makes. The only way in which it can be repaired is to have a new sole tacked on. The McKay sole, if made of as good a leather as a Goodyear welt, wears about as well but is not so easy to repair. In repairing, the welt on the Goodyear Welt makes it possible to remove the outer sole without in any way impairing the insole and upper. A new sole is sewed to the welt and the shoe is as good as new as far as the sole is concerned. In the McKay, since the outsole, insole and upper are sewed through and through, great care has to be taken to remove the outsole without injuring the upper and insole. There are, however, machines which do repair McKay shoes.

The Goodyear Welt always has a bottom filling of cement between the insole and outsole which insures it against squeaking. In the better grades the McKay shoe has this also.

Generally speaking the McKay Sole is used on cheaper shoes than is either the Goodyear Welt or Turned Sole.

Besides Goodyear Welt, McKay, and Turned Soles, the following terms are also used in describing soles:

MOCK WELT is a turned sole heavier at the edge than the usual turn and finished to resemble a welt. When examined carefully one can see that there are no stitches

on the top. It may also be a McKay with fair stitching to resemble a welt. Fair stitching is the stitching used on the part of its sole that extends out from the shoe.

ENGLISH WELT is the same as mock welt.

EXTENSION SOLE is a sole that extends considerably from the upper. Sometimes this is called a *Scotch Edge*.

FEATHER EDGE TURN is the very lightest weight sole used in a turned sole. It has a beveled edge.

HAND SEWED. Formerly shoes were welted by hand, but now there are practically no shoes sewed by hand. Usually when "hand sewed" is used it means a welted or turned sole.

MOCK TURN is a welt sole cut very close to the shoe and made to resemble a turned sole.

HAND TURNED SOLE means that the shoe has been made and then turned by hand. Sometimes a turned sole is turned by machine. A hand turned is said to be superior to the machine turned.

The Way in which the Workmanship Affects the Value of Shoes

Each process in the making of shoes affects the price of the shoe somewhat but there are some processes which affect the price, beauty and wearing quality of the shoe more than others.

The price of the shoe, as workmanship affects it, depends largely upon the skill of the workman. Some factories, which turn out nothing but high grade, high priced shoes, employ none but highly skilled workmen. These men must naturally be paid higher wages than less skilled workmen who turn out the cheaper lines of shoes. The grade of workman employed affects the cost of the shoe more than any other factor except the quality of materials used. The shoe buyer is always willing to tell a salesperson the makes of shoes which come from different factories and what makes are superior. The kind of sole affects the price of the shoe. Goodyear Welt is more expensive than McKay sole. The length of time the shoe stays on the last affects the price. Styles of shoes which require new lasts cost more than styles which can be made on the old lasts.

The beauty of the shoe depends upon the care used in cutting the materials, in the finishing of the edges of the uppers, in stitch-

ing the parts together, in lasting the shoe so that each part is placed correctly before the sole is attached, pulling just the right amount of leather over the last to insure a correct fit, the kind of sole and heel, the way in which the sole and heel are trimmed and polished, the buffing, burnishing and polishing of the shoe, and the ironing of the shoe to remove all wrinkles. The way in which the shoe is finished on the inside, that is, the finishing of the seams, the way in which the facings are put on and the way the sole is lined also affect the appearance of the shoe.

The wearing quality of the shoe, as far as the making of the shoe is concerned, is most affected (1) by the kind of sole, (the Goodyear Welt usually gives the best service, the Goodyear Welt is more comfortable for a heavy shoe, the turned sole for a light weight shoe, and the Goodyear Welt can be repaired more easily than the McKay or turned sole.); (2) by the reinforcement of the back seam with a backstay on the outside as well as on the inside of the shoe; (3) by the length of time the shoe remains on the last (usually a buyer can tell whether a shoe has remained on the last over ten days, because such a shoe usually costs more); (4) by the way in which the heel is attached. If a wooden heel is full breasted it gives better service.

The comfort the shoe may give is affected by the placing of seams so that they do not come at the tender parts of the feet; by the way in which the inside seams are trimmed; the smoothness of the sole on the inside and outside; the weight of the sole; the lasting of the shoe so that the wrinkles are all removed from the lining; the height of the heel which must be exactly right in relation to the arch of the shoe.

It is difficult for the salesperson to recognize some of the differences in workmanship. If shoes come from a factory which stands for high grade work it is safe to assume that the workmanship in the cutting and making of the shoe is superior to inexpensive shoes which have been turned out in job lots.

The following points help a salesperson to recognize a well-made shoe:

1. The stitching on a well made shoe is much finer and more regular than on a cheaper shoe.

2. The stitching around the vamps and foxing may go through to the lining. This helps to keep the lining from wrinkling.

3. The stitching and finish of the edges of the tongue are even.

4. All the edges are trimmed more evenly and are less bulky.

5. The perforations are more clearly cut and more regular.

6. There are more stitches to the inch and silk thread is used.

7. There are inside and outside backstays, the edges are better finished.

8. The quarters are more neatly sewed together at the throat of the shoe while in a cheaper shoe they are fastened with a heavy thread sewed over and over.

9. The shoe looks well-made inside as well as out.

QUESTIONS

1. How can the make of a shoe be used as a talking point?
2. In trying to sell a pair of shoes at \$14.00 rather than one at \$9.00, what differences in workmanship might be called to the customer's attention?
3. How would you justify the higher price of a Goodyear Welt sole?
4. What are the talking points for a McKay sole?
5. When would you recommend a turned sole?
6. Are there any shoes in your department with fudge stitching? with fair stitching? with mock turn sole? with a full breasted heel?

CHAPTER V

How Style Affects the Value of Shoes

Shoe buyers agree that women are more interested in the fashionableness of the shoe than in any other one thing. There are four questions concerning style which a salesperson must be able to answer: (1) whether the shoe is a new style; (2) whether it is a style that will be worn the following season; (3) why the new style always costs so much more than the staple styles; (4) whether the shoe is suitable for the use to which it is to be put.

STYLE FEATURES. In order to know what the new styles are, salespeople must know what style features to look for. The points most affected by fashion are the vamp, the color, the cut (high button, high lace, oxford, pump), the material, the heel, the forms of decoration (stitching, perforation, tips). In considering these points one must know not only what is being worn in the present season but also the fashion tendencies for the following season. This information may be obtained from the buyers, from trade journals, such as "Women's Wear," "The Dry Goods Economist," "The Boot & Shoe Recorder," "The Shoe Retailer," from fashion magazines and from daily newspaper advertisements.

NEW STYLES AFFECT PRICE. New styles are usually much more expensive than staple styles. This is explained by the fact that when a new style is introduced the manufacturer must purchase a new last on which to make the shoes and new patterns by which to cut the materials. He must increase the price of the shoes in order to cover the expense incurred by changing the lasts.

Then, too, fashion affects not only the cut, but also color and material. For one season a certain color or material may be very popular, during the next season an entirely different color or material may be used extensively. The manufacturer runs the risk of making up large quantities of materials in colors or finishes that may not sell because of change in fashion. To meet the

fickleness of fashion manufacturers and dealers must add heavily to the cost to meet loss from unsold shoes when fashions change.

SUITABILITY OF STYLES FOR DIFFERENT OCCASIONS. Very frequently customers ask if certain cuts are more appropriate than others for certain occasions. The salesperson must be able to advise customers in this respect. There are three things to be considered in talking about suitability,—material, color, and cut. It is difficult to discuss these separately as the kind of costume worn affects the appropriateness as do also the dictates of fashion, but, generally speaking, the following suggestions hold true at the present time:

Materials and colors appropriate for evening slippers: satins in white, black, and colors to match the gown; silver and gold cloth; brocade; white and colored kid to match a gown; with dark costumes, black beaded kid, black patent leather and bronze.

Materials for dress shoes: Light colored kids; light colored cloth or kid uppers with black calf, kid or patent vamps, suede, buckskin; satin; bronze; patent leathers with kid or satin tops.

Materials for every day shoes: Calf skin, kid skin in the heavier weights; cabaretta and side leather in black, brown or tan; white canvas for summer shoes.

Materials for boudoir slippers: Satin, embroidered silk, kid, felt, Japanese crepe.

Materials for gymnasium shoes: Kid, canvas.

Materials for comfort shoes: Kid, very light weight calf, cabaretta, and felt.

Hosiery: It is considered better taste to have the hosiery match the shoe. An exception to this is the use of colored hose with a fancy black or kid black patent leather slipper.

Cut: Slippers and pumps are generally conceded to be more appropriate for evening wear than high shoes or oxfords.

Oxfords are usually considered more appropriate for walking and for everyday than for dress wear. The black satin, gray kid and suede oxford with long narrow vamps and French heels, which were recently in vogue, are exceptions to this rule. Pumps, especially those with high heels, are more appropriate for dress wear and are not especially suited to everyday wear.

French, Louis XV, and Baby Louis heels are appropriate for dress wear but are not so good for everyday wear or for walking shoes.

A SHORT DESCRIPTION OF SOME OF THE MORE UNUSUAL KINDS
OF SHOES CARRIED IN THE DEPARTMENT

BAL is an abbreviation of Balmoral which is an English term for laced shoes.

BALLET slippers are slippers used by professional dancers. They are of light weight kid with a light, thin sole, no heel and no decoration.

BLUCHER is a lace shoe in which the tongue and vamp are in one piece, the quarters extending over the vamp from $\frac{1}{2}$ to 1 inch.

COLONIAL PUMPS are low shoes having a tongue that flares out and extends above the throat of the shoe with a buckle across the waist. A "tongue pump" has a small pointed tongue that does not extend very much above the throat of the shoe.

CONGRESS GAITERS are shoes that come just above the ankles with a leather or cloth top without button or lacing but are adjusted to the ankle by a gusset of rubber goring.

GROWING GIRLS' SHOES are shoes with a heel slightly higher than regulation flat heel, with a wide but slightly pointed toe. They are suitable for a young girl who is too old for a child's shoe and not old enough for a woman's.

JULIETS are house slippers, loose fitting, but high in front and back and low on the sides. Nullifier is practically the same thing with elastic insets on the side.

KEDS is a trade name for a sport shoe similar to a sneaker.

MARTHA WASHINGTONS are about the same as Juliets.

MULES are boudoir or house slippers with a high heel, sole and vamp but no quarter or counter. They are usually made of silk, satin, or fine kid.

OLD LADIES' SHOES (or shoes for elderly women) are shoes made of soft kid with flat heel and usually no toe boxing.

OXFORDS, strictly speaking, are low shoes with three or more eyelets or buttons. If they have one or two eyelets they are called "Ties."

SANDALS for women refer to a pump with one, two or three straps. Sometimes a slip-on (a toe rubber) is called a sandal.

SLIP-ON is another name for toe rubber.

SNEAKERS are rubber soled, canvas low shoes used for tennis.

TOE CLIP is another name for a toe rubber.

QUESTIONS

1. What is the latest style of shoe in stock now?
2. Why is the new style more expensive than the other styles?
3. Give point by point the style feature for the present season.
4. How would you explain to a customer the reason for the high price of a suede shoe in a very unusual color?
5. What style of shoe would you recommend to a customer who wanted a shoe that would be appropriate for dress wear as well as informal wear?

CHAPTER VI

The Foot

The most important part of the shoe salesman's work is the proper fitting of shoes—that is, selecting exactly the right shape and size of shoe for the customer's foot. If the shoe is improperly fitted and does not give satisfaction, the store invariably loses the customer, while a satisfied customer is the best advertisement that a store or a salesman can have. For though a customer insists upon taking a shoe that does not fit correctly, when her feet begin to hurt she usually blames the store for selling her the shoes. For this reason many buyers would rather have the salespeople lose a sale than sell a customer a shoe that is not right for her foot.

A salesperson may say, "But what can the salesman do when the customer insists upon taking a shoe which is not the right shoe for her foot?" The first thing he must do is to make the customer have confidence in his opinion. If she does not always heed the salesman's advice, she must at least feel that he knows what he is talking about and he must be able to advise if his advice is sought. Then if the case is acute the salesman may call the buyer or assistant buyer to verify his statements. Frequently a salesman can sell two pairs of shoes to a customer, a sensible shoe for every day and a more extreme style for dress. He is able to do this because he can show the customer why she should wear a correctly shaped shoe when standing or walking, and why a dress shoe worn only for a little while at a time will not be injurious.

In order to determine what each customer's foot requires and to advise customers intelligently, the salesman must know:

1. The structure of the foot—its parts, its mechanism, and how shoes affect it.
2. The variations in feet.
3. Types of foot trouble.

4. How to detect weakened conditions of the foot, being able not only to tell the cause of the weakened condition but knowing how to prevent it from developing into a more serious trouble.

In order to talk intelligently about the foot it is necessary to know the following terms that are commonly used in describing its different parts.

The salesperson is by no means expected to take the place of a foot specialist but he must have sufficient accurate knowledge about the foot to know what shoes to advise for preventing, relieving or correcting less serious forms of foot troubles.

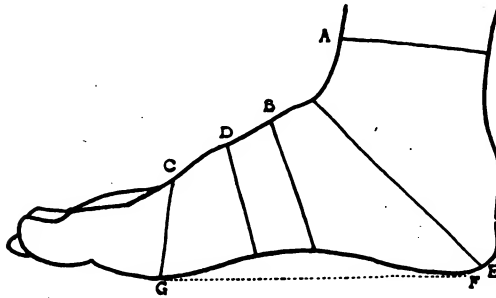


FIGURE 7
THE PARTS OF A FOOT

Terms Used in Talking About the Foot

A. The ankle is the joint between the foot and the leg bones.

B. The instep is the arched portion of the foot immediately in front of the ankle.

C. The ball is the widest and fleshiest part of the foot at the base of the toes. It is the natural bend of the foot.

D. The waist, or low instep, is that portion of the foot about half way between the instep and the ball.

E. The heel is the hindermost part of the foot directly below the ankle, which forms the support of the foot in the back.

F. The longitudinal arch (f to g) is that portion of the foot directly under the instep, which curves upward on the inside of the foot between the heel and the ball.

G. The transverse arch (*g* to *c*) is the slight depression on the sole across the width of the foot between the joint of the great toe and the joint of the small toe at the ball.

THE STRUCTURE OF THE FOOT (ANATOMY)

When one remembers that the feet form the base of support for the entire body and that at every step they are subjected to its weight one can see the importance of keeping the feet in good condition. The feet are so constructed that they are able to fulfill their function, i. e., supporting and carrying the body without pain.

The foot is made up of bones which serve as a framework to support the other parts of the foot. The bones are held in place by ligaments and are moved by muscles and tendons. Arteries and veins furnish nourishment; nerves control and guide the movements; fat and skin form a protective covering for the whole.

BONES. There are thirty bones in each foot and leg, arranged so as to give the best support for the body.

The most important bones are as follows: the thigh bone (femur) *a-a'*; the two bones of the leg, (tibia) *c'*, and the fibula, *c*, the seven ankle bones (tarsus), the five bones of the foot (metatarsus), and the fourteen toe bones (phalanges).

By noticing the arrangement of the bones, Figure 8, one can see how any displacement of the foot and ankle bones affects the position of the bones of the leg and so affects the posture of the body.

LIGAMENTS. Ligaments, which are bands of flexible, pliant tissue like tough cords, hold the bones in place and allow them certain freedom of motion. In broken arches and bunions some ligaments have ceased to function. They have lost their flexible, pliant quality and no longer hold the bones in place.

MUSCLES. The muscles are red fleshy tissue, which we know as the lean meat of animals. The special function of the muscles is to produce motion. This is accomplished by the contraction and expansion of the muscles. The muscles, soft and thick in the middle, taper off at each end into a point which resembles a tough, whitish string. These stringlike tissues are called *tendons*. They help transmit the movement of the muscles to the bones to

which they are attached. When the muscle contracts the tendon is pulled and it in turn pulls the bone. The tendons can be seen

in the back of the hand when it is opened and closed, or in the movement of the toes.

In flat foot, contracted arch and fallen transverse arch some of the muscles of the foot or leg are over-strained or because of lack of exercise have lost their power to contract or expand.

ARTERIES AND VEINS. Every part of the foot is supplied with a fine network of arteries and veins. The blood flows through the arteries bringing necessary substance to nourish the muscles, tendons and bones. Living parts of the body are always changing and building up new tissues out of the food which the blood brings them. At the same time they are producing waste material which must be carried away from the tissues or the body will be poisoned. By means of the flow of the blood the veins carry away this waste. If the foot is held in a cramped position or if the circulation of the blood is restricted, it causes excessive perspiration of the feet which causes cold feet and chilblains in winter, and it may eventually impair the strength of all parts because it hinders the parts from receiving

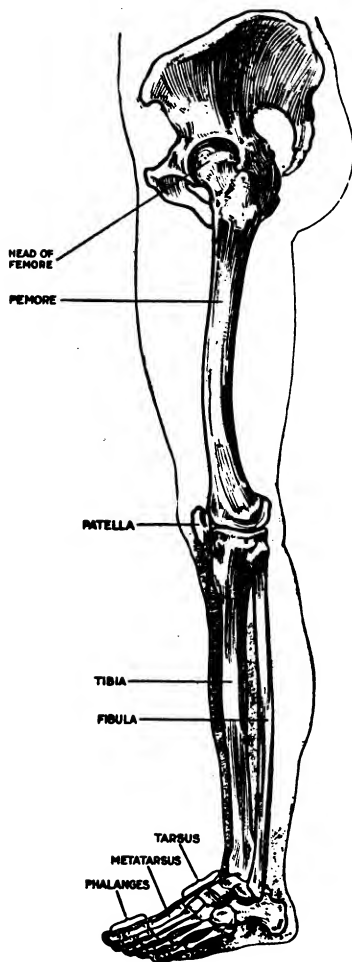


FIGURE 8
SHOWING THE RELATION OF THE FOOT
BONES TO THE BONES OF THE LEG.

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Foot Specialist Publishing Company.

ing the proper amount of nourishment.

NERVES. The action of the bones, muscles, tendons, ligaments and blood vessels is controlled by the nerves of the feet.

These remarkable fibers have the power of carrying messages or sensations from various parts of the body to the brain and of carrying back from the brain messages which control or cause action of the muscles. It is the nerves that make one conscious of pain, cold feet, wet feet or any agreeable or disagreeable sensation. Probably everyone has at some time experienced the pain of a tight shoe pressing against the great toe. It is the nerves of the toe that are affected by this pressure. They carry a message to the brain, and we become conscious that something is

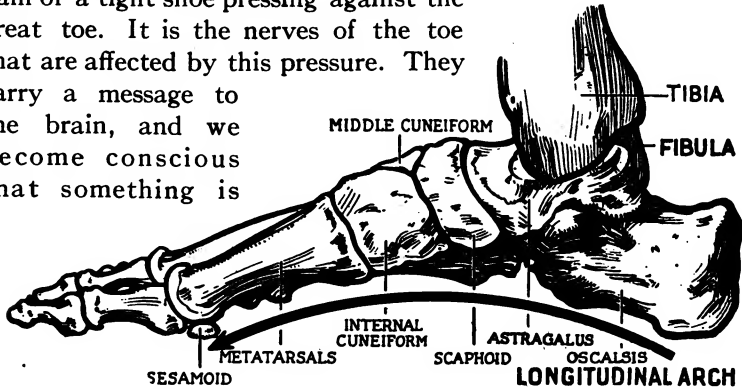


FIGURE 9

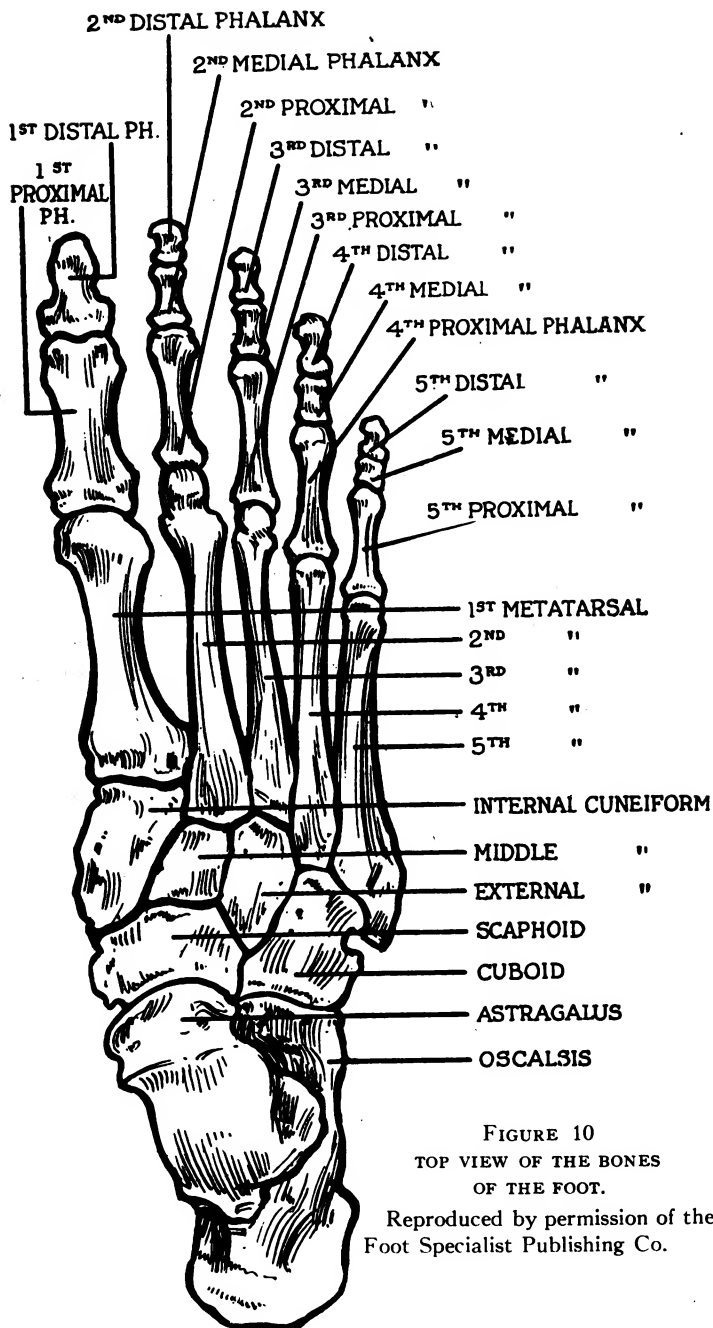
SIDE VIEW SHOWING THE BONES OF THE FOOT

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wrong. If the pressure is not relieved it will probably be found that the weight of the body will be carried by the outside of the foot to relieve the pressure. The nerves have directed the muscles of the foot to relieve the toe of pressure.

One can easily see why the foot is so well supplied with nerves when every part must be controlled by the nerves. The nerves of the leg and feet are branches of the great sciatic nerve which controls the hips and is directly connected with the spinal cord. Because of this connection, oftentimes pressure on a nerve in the foot causes backache or pains in the back of the leg. Constant irritation of the nerves of the feet affects the nervous system of the body. Physicians say that eighty-five per cent of the nervous troubles of women are due to shoes which restrict the circulation of the blood and exert improper pressure upon the nerves of the feet.

MECHANICS OF FOOT. The entire surface of the sole of the foot does not lie on the ground. The three points of the foot which touch the ground are the heel, the ball of the great toe and the ball of the small toe. These are called the weight bearing points.



In order that the foot may have spring and move easily and support without undue fatigue, the bones of the feet are arranged to form two arches, the longitudinal arch and the transverse arch. This means that on the sole of the foot there should be two concave surfaces or hollows, one between the ball of the great toe and the ball of the small toe, (this is the transverse arch) and the other extending from the heel to the ball of the foot, (this is the longitudinal arch.)

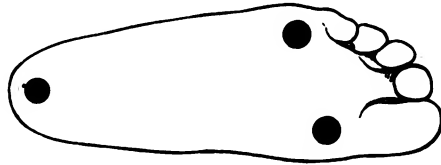


FIGURE 11
THE THREE WEIGHT-BEARING POINTS
OF THE FOOT

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Specialist Publishing Company.

It can be seen readily that the foundation or pillars of the arches are the weight bearing points of the foot. In the transverse arch the great toe joint forms one pillar of the arch, the small toe joint the other pillar and the other foot bones form the arched surface. In the longitudinal arch the heel bone forms one pillar of the arch, giving a solid support in the back, the ball of the foot in the transverse arch forms the other pillar giving an elastic or springy support in front. The ankle and foot bones are so arranged as to form the arched surface or instep of the foot.

So the arches give a firm and yet springy foundation for the body. The arches are controlled by ligaments, muscles and

BEARING POINT
HEEL

BEARING POINT
SMALL TOE

BEARING POINT
LARGE TOE

FIGURE 12.

SIDE VIEW SHOWING THE WEIGHT-BEARING POINTS
OF THE FOOT

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tendons. The power of action comes from the muscles in the foot and calf of the leg. The muscles make the foot elastic and easily moved. The ligaments prevent the muscles from stretching too far and so give firmness to the support and yet allow the foot to be flexible. If the arches fall the foot is not flexible or springy.

How Walking Affects the Movement of the Bones of the Foot

Shoes which seem perfectly comfortable when one is sitting down, frequently cause great discomfort when one is walking. The reason for this is that in walking the position of the bones is affected.

Walking is simply standing on one foot while extending and taking a step with the other foot. When one leg is extended to take a step, the arch of the foot which is supporting the body yields more than it does when both feet are supporting the weight. As the foot which is extended is lowered to the ground, the heel of the other foot (which is supporting the body) is raised and the weight of the whole body is borne by the ball and toes of that foot. In order to balance the body and transfer the weight of the body over to the other foot, the toes spread apart and seem to grip the ground. The toes really give the final push off which transfers the weight of the body from one foot to the other. In fitting shoes the salesman must see that the shoe is wide enough and long enough to allow the toes to spread as they should in walking. For this reason *always* have the customer walk on the shoe while she is trying it on.

This explains why physicians, gymnasium teachers, posture clubs, etc. recommend sensible shoes for walking and for every day. It also explains why a dress shoe, worn for a couple of hours at the theatre or church does not injure the foot.

Physicians say that a good shoe should follow the lines of a normal foot. It should have: (1) A straight inside line from heel to toe, (2) room for the toes—no crowding, (3) broad low heel, no strain on the arch, (4) flexible shank allowing use of muscles. (Directions issued by Bureau of Social Education, Y. W. C. A.)

The Effects of High Heels

High heels and pointed toes, if worn for dress wear for a few hours when one is sitting down or when one is not doing much walking or standing, are not especially harmful. But when high heeled shoes are worn constantly they cause many disorders the most serious of which are the nervous afflictions of women.

When a heel two inches or higher is put under the heel of the foot, the body is pushed forward. In order to retain its balance, and not fall face down the body must bend backward. This

forces the stomach out, the chest in, the shoulders forward. With shoulders bent forward and the chest sunk in, breathing is affected. Improper breathing in turn affects the circulation of the blood. If the blood does not circulate correctly, the organs of the

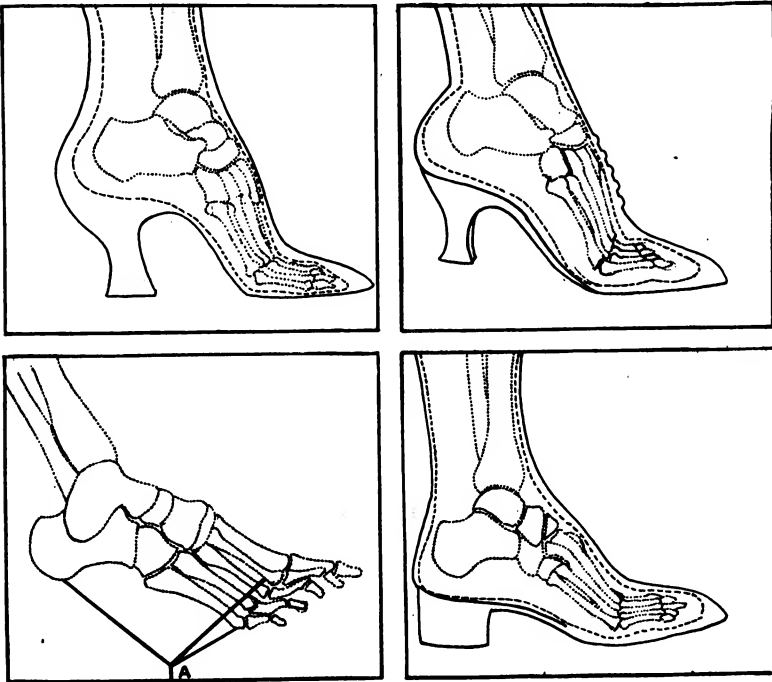


FIGURE 13

THE EFFECT OF HIGH HEELS UPON THE FOOT

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This Plate Shows How the High-Heel Shoe Throws the Weight of the Body on the Weak Bones of the Toes, With the Foot Thrust Out, as in Walking, the Entire Body is Being Lifted by the Action of the Toes. The Normal Foot is a Tripod. Only the Heel, Ball and Outer Surface of the Foot Touch the ground.

The Body Poised Firmly and Normally in a Common-Sense Shoe. The Weight Rests on the Ball of the Foot.

body are not properly nourished. If the bones of the ankle are out of position at the angle of 45° or more, the leg bones are out of position too. That changes the position of the thigh bones and this affects the position of the pelvis which rests upon them.

When the position of the pelvic bones is changed, the internal organs which are supported by them are also misplaced. This hinders the organs from functioning properly.

Since the nerves are the parts of the body which are first affected by the improper functioning of the organs, the misplacement of any organ by high heels is a constant irritation to the nerves and results in many nervous disorders. This is not the only result. Many serious pelvic troubles are the result of the misplaced organs in the pelvis. Often the person is not conscious that anything is wrong with her feet except that she tires easily and does not enjoy walking. But the condition is serious from the point of view of the general health of the body.

High heels frequently cause fallen arches or painful heel or strain the ligaments and muscles so much that the foot is weakened and so becomes susceptible to any defect.

Effects of Improperly Fitting Shoes upon the General Health of the Body

When a person's feet are uncomfortable, it is the natural thing to relieve them as much as possible. Frequently, without realizing it, a person avoids walking or other exercise. From the lack of exercise the muscles lose tone, the circulation of the blood becomes sluggish, the general health of the body as a whole becomes impaired, all because of improperly shod feet. This explains why it is said that a soldier is only as strong as his feet.

When one realizes how important the feet are to the health and well being of the individual, it is easy to understand why physicians urge women to wear sensible shoes.

CHARACTERISTIC TYPES OF FEET

It is said that no two people have feet just alike, and certainly feet vary a great deal, but there are certain characteristics of the normal foot which should be recognized. When the feet are in a healthy condition, having no defects, the following facts hold true:

THE LONGITUDINAL ARCH. There is a well defined arch on the inside of the foot between the heel and the ball. It may vary in height from one-half to three-quarters of an inch in different feet.

STRAIGHT INSIDE LINE. The side of the great toe should be in a straight line with the heel.

THE GREAT TOE. The great toe spreads naturally as it

touches the ground and does not lie over nor under the second toe. The toes are free from corns.

THE SOLE. There is a slight upward depression across the sole of the foot between the great and small toe joint. The sole also is free from callous and hardened skin.

THE HEEL. The heel rests firmly on the ground supporting the weight at the center of the heel and not on the side of the heel.

ANKLES. In standing the ankles are straight and do not bulge on the inside.

The Flexibility of the Foot

The feet can easily bend up and down, in, out, and can turn to the left and right. In some kinds of foot trouble the foot loses this flexibility. Frequently in flat foot it is difficult to bend the foot.

Variations in Feet

There are four ways in which feet may vary and still be considered normal:

1. IN THE LENGTH.

Women's feet vary from about 9 inches in length to about 11½ inches. Sizes 2½ to 8½.

2. IN THE WIDTH.

Sizes in shoe widths vary from AAAA, which is the narrowest shoe, to EE, which is usually the widest shoe made. This shows that feet vary in width. The girth of feet at the ball varies from 6¼ to 9¾ inches.

3. IN THE INSTEP.

A foot may have an instep higher than medium, a medium instep, or an instep that is a little lower than medium.

4. IN OUTLINE.

A foot may be narrow or broad, with tapering, rounding, or square toes. It may be bony, well-covered with firm flesh or fleshy. It may be so shaped that the inner side of the foot is in a straight line or the toes may turn slightly in or out. If the foot turns out pronouncedly it is not normal. The feet should be parallel in standing.

QUESTIONS ON THE FOOT

1. Why do ill fitting shoes frequently cause nervous troubles?
2. What parts of the foot are most affected by shoes which are not correctly fitted? Why?

3. Why should a customer always walk on the shoe before she leaves the department?
4. What is meant by the weight bearing points of the foot?
5. Give the four requirements made by physicians in recommending the right shoe for the foot.
6. Describe the ways in which feet may vary and still be considered normal.
7. Point to the waist of the foot, the ball, the transverse arch, the longitudinal arch, the instep.

CHAPTER VII

Foot Defects

Shoe men who have made a specialty of fitting tell us that very few people have normal feet. The majority of people have at least slight defects. Since this is the case it is necessary for a shoe salesman to know when a foot is normal and when it has defects. It is not necessary for a salesperson to have the knowledge of an expert foot specialist but he must be able to recognize: first, a condition that requires the attention of a specialist; second, a weakened condition which will develop into a serious foot trouble if not taken care of. In order that he may learn to recognize the symptoms, know about the cause, prevention and cure of the most prevalent defects, a short description of the most common foot troubles is given here.

There are six types of foot defects about which a salesman should know: flat foot, weak foot, contracted arch, fallen transverse arch, bunions and corns. These are caused in most cases by shoes which force the bones out of place, thereby straining the ligaments and tendons, or which do not allow freedom of motion, thus allowing the muscles to weaken from lack of exercise. The impairment of one muscle, bone, joint or ligament may affect the whole foot because the parts act together as a unit, one part depending upon the others and thus one defect may bring about several other defects. This is shown in the following descriptions.

FLAT FOOT

Flat foot exists when the longitudinal arch has flattened and the flesh which helped to form the arch has dropped with the bones. The arch is no longer apparent and the whole sole of the foot lies upon the ground.

Symptoms

The symptoms are many, varying somewhat according to the stage of the development of the trouble. In extreme cases the longitudinal arch has elongated and flattened out at the instep

of the foot; the heel is pushed back; the sole of the foot across the ball is covered with calluses; the joints of the great and small toes, the outer sides of the great toe and sometimes of the heel are calloused; the great toe joint is usually enlarged. There is a feeling of fatigue and strain when walking or standing; no shoes give comfort; the feet feel heavy and clumsy because they have lost the spring and elasticity given by the arch; the legs ache; frequently there are pains in the heel, thigh, and back. The shoe soon loses its shape at the instep.

Cause

Flat foot usually is caused by wearing shoes or stockings that are too short and too narrow.

When shoes are too short and too narrow or too pointed, the

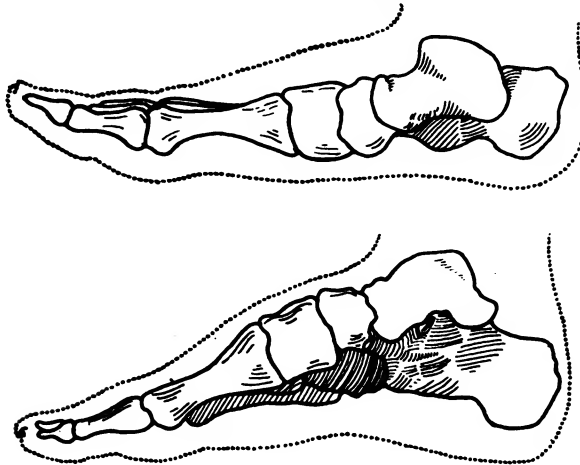


FIGURE 14

SHOWING THE DIFFERENCES BETWEEN A NORMAL FOOT AND A FLAT FOOT

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toes cannot move but lie in a cramped unnatural position for hours at a time. When the toes do not move, the muscles become weak from lack of exercise and the ligaments are strained from the unnatural position in which the bones lie. If the muscles and ligaments are weak, the bones of the foot are not held properly in place and those forming the transverse arch fall. This causes calluses on the soles of the feet. When the transverse arch falls, since it is one of the pillars of the longitudinal arch, the longi-

tudinal arch is weakened. As the strain on the muscles and ligaments continues, they grow weaker and weaker, and the bones fall farther and farther out of place.

The trouble may start with the heel. If the heel bone which is a pillar of the longitudinal arch, is forced upward and outward by a shoe heel which is too high, the ligaments and muscles attached to the heel bone become strained. Many of the French heels are so placed upon the shoe that the support which is given by the heel of the shoe, instead of coming at the heel of the foot, comes directly under the arch itself. This affects all the bones of the foot because the heel is forced back, the arch is forced upward, and the weight is taken off the heel and thrown onto the ball of the foot. Every muscle and ligament in the foot are strained. If a person is young and vigorous this condition may not become serious immediately, but the foot cannot endure the strain indefinitely and sooner or later the arches will fall unless the strain is removed.

Remedy

Shoes must be chosen which cause the least strain to the ligaments and tendons. This means allowing the foot to assume the normal position with room for the toes to move. The arch should be well supported; the heel of the foot should be fitted snugly; the heel of the shoe should be low and broad to give the right kind of support to the heel of the foot. Because flat foot is so painful and because it takes so long to cure, attention should be paid to the foot when it begins to show symptoms of a weakened condition.

WEAK FOOT

One of the most prevalent unhealthy conditions is the weak foot. It is not easily recognized unless the foot is carefully observed. It appears normal until subjected to pressure and then the longitudinal arch flattens and the foot toes out.

Symptoms

The symptoms of a weak foot depend upon the seriousness of the condition. Ordinarily the first symptoms are unusual fatigue after much walking or standing, accompanied by the frequent turning of the ankles; the heels of the shoes are badly run over. When subjected to pressure the arch elongates more than half an inch. A pump or low shoe tends to bulge at the sides. As the condition grows worse the symptoms become more

apparent. There is excessive fatigue after much walking, burning sensations on the soles of the feet, pains in the back of the legs, the toes feel cramped and uncomfortable.

Causes

Weak foot is caused by wearing high heels and pointed-toe shoes when a great deal of walking or standing has to be done. This stretches the ligaments supporting the bones and strains all the other ligaments and muscles in the foot. Since it denies action it indirectly causes spreading of the foundations of the arch. If the foot has been crowded into a shoe (or stocking) which is too short or too narrow, the muscles, not having room to move, lose their strength from lack of exercise and so are not able to support the bones properly. Other causes are wearing run-over heels which throw the bones of the foot out of position, improper walking such as throwing the weight on one part of the foot to relieve the pressure of a bunion, corn, or sore spot.

Remedy

When a customer has this condition it is advisable to talk common sense shoes if the customer is interested. The salesperson can very tactfully ask if she had any pain or trouble with her feet. If she says no, and is unwilling to wear a corrective shoe, he should fit her with the shoe that pleases her, saying when she leaves that if she ever is bothered with her feet to come back to him as he has a shoe that he is sure will give her comfort.

If she says she has pain and wants a shoe that will give comfort he can then show her a straight inside line shoe with sensible heel.

A weakened foot should be fitted with a shoe that is long and wide enough to allow the toes to move naturally, that supports the arch and fits snugly at the heel and waist and that has a heel that will not force the bones to lie in an unnatural position. Care must be taken to see that in walking the feet toe in and not out. Normally the feet should be parallel when walking but, in consciously toeing in, muscles that need exercise are brought into play and the ligaments are relieved of strain.

Oftentimes the muscles are in such a weakened condition that they must be given special exercise in order to get into proper working condition. It is necessary to improve the circulation of the blood so that the parts may be better nourished.

The following are a few simple exercises which, if done conscientiously every night and morning, benefit the foot wonderfully because they increase the muscular strength of the foot and improve the circulation of the blood.

EXERCISE I. Stand with the feet parallel, raise the balls of the foot as far from the floor as possible, bearing the weight of the body upon the heels. Lower the ball to the floor. In doing this exercise, to keep one's balance, as the feet are raised from the floor bend the body slightly forward, resuming the natural standing position as the feet are lowered. Repeat this for twenty counts.

EXERCISE II. Lie with the legs outstretched, knees close together, the soles of the feet turned as nearly facing each other as possible. The toes should be cramped under the foot until strain is felt; then relax and straighten out. This should be done five times at first. Increase the number daily until twenty is reached. The harder the toes are strained the better the exercise. This exercise brings into play nearly every muscle that has any control over the foot or arches.

EXERCISE III. For a weakened longitudinal arch stand with the feet parallel, turn them in such a way that the weight is borne by the outside of the foot. Walk around the room in that position, placing one foot directly in front of the other as the steps are taken. This exercise relieves the muscles that have been strained and exercises the muscles that have become weak from lack of use.

CONTRACTED ARCH

Contracted arch exists when the ankle bones of the arch have been pushed up and have contracted, giving the arch a higher curvature than normal. The arches are normally low.

Symptoms

The arch and instep are unusually high. The customer insists that she cannot wear anything but an extremely high heel. It is difficult to get a shoe that fits the instep. As a rule the customer is not conscious that there is anything wrong with her feet except that she tires easily and does not enjoy walking. However, she is afflicted with nervous disorders of one kind or another and frequently by pelvic troubles. The condition becomes more painful with age.

The condition is caused by wearing high heels. The ankle bone is pushed up and, in trying to adapt themselves to the arch of the shoe, the ankle and foot bones contract, actually shortening the foot an inch or more. When this continues, the muscles

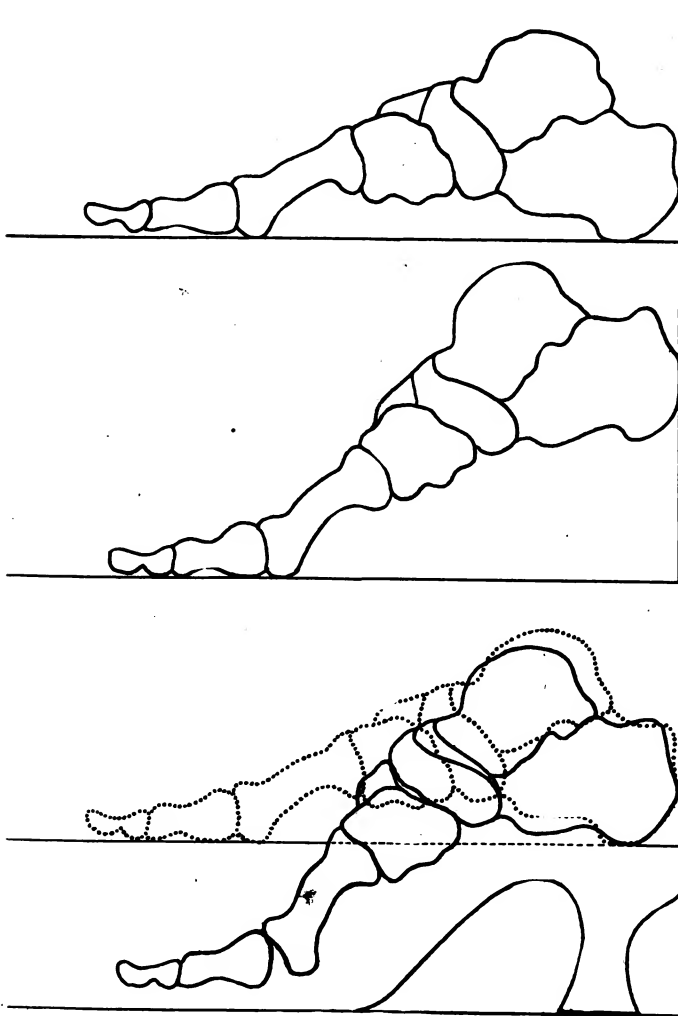


FIGURE 15

SHOWING HOW THE BONES OF THE FOOT CONTRACT WHEN HIGH HEELS ARE WORN CONTINUOUSLY

and ligaments become set and the bones are held permanently in this abnormal position.

Remedy

In correcting this condition the foot must be allowed to lie in the shoe in a normal position. A low heel should be worn, although it means that the customer will have severe pains for a week or so in the back of the legs. A shoe with a stiff shank and not too low a heel may be worn until the muscles become adapted to the change.

The correcting of this condition is hastened by regular exercises. Exercises I. and II., given under "Weak Foot," are helpful for this condition also because they increase the muscular strength and improve the circulation of the blood. Another valuable exercise is to walk on the heels with the ball of the foot raised as far from the floor as possible, the toes cramped under the foot.

FALLEN TRANSVERSE ARCH (ANTERIOR METATARSAL ARCH)

A fallen transverse arch exists when the foot bones, which are naturally arranged to form an arch, have fallen and caused the ball of the foot to broaden.

Symptoms

The foot at the ball is unusually broad and the joints of the great and small toes are enlarged. Corns are found on the tops of the toes. On the sole of the foot, where there should be an upward depression, there is a heavy callus.

Cause

The fallen transverse arch is caused by wearing shoes which are too short, or too pointed, or by heels that are too high. When a shoe is too tight across the ball it does not permit the muscles to exercise and they become weakened through lack of use. If a shoe is too short, the toes are bent backward and upward, causing a severe strain upon the ligaments and muscles which control the toe bones. When they weaken the bones are no longer held in place and drop, and no longer form the arch. The pressure of the bones upon the sole causes the skin to thicken and form calluses. High heels force the foot into the toe of the shoe, cramping the toes and forcing the ball of the foot to support the weight of the

body. The muscles and ligaments become strained, lose their supporting power and are unable to hold the bones in place.

Remedy

In the earlier stages the condition may be cured by relieving the transverse arch of undue pressure by giving support to the

FIGURE 16

SHOWING THE BONES OF THE TRANSVERSE ARCH WHEN THE FOOT IS NORMAL

longitudinal arch with a shoe that fits snugly over the instep and waist of the foot and by giving the toes room to spread when walking. In extreme cases this condition should be treated by a foot specialist.

This condition is also helped by Exercises I. and II. Another very beneficial exercise for this condition is picking up marbles

FIGURE 17

SHOWING THE BONES OF THE FOOT WHEN THE TRANSVERSE ARCH HAS FALLEN

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with the toes. Put ten or a dozen marbles in the lid of a box; with the toes pick up a marble and drop it into another box. At the start pick up ten marbles, one at a time, and increase the number gradually until the toes pick up thirty (one at a time) without tiring.

BUNION OR ENLARGED JOINT

A bunion is a displacement and enlargement of the great toe joint.

Symptoms

The joint of the great toe, instead of lying in line with the rest of the foot, bulges, giving the foot an almost deformed appearance. The joint is tender and very painful. The shoe spreads at the great joint to allow for the bulging.

FIGURE 18

SHOWING THE BONES OF THE FOOT WHEN A BUNION HAS BEEN DEVELOPED

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Cause

Bunions are caused by wearing shoes which are too short and pointed or by stockings which are too short. The great toe, not having sufficient room to stretch out, is pressed back over the other toes and the great toe joint is pushed against the side of the shoe. When the toe is forced out of place it leaves a space at the joint which nature quickly fills with a cartilaginous tissue like gristle. The pressure that results causes pain which is somewhat relieved by forcing the toe still farther from its natural position. As the pressure increases, the tissue increases, enlarging the joint very perceptibly. The tissue becomes inflamed and causes intense pain and discomfort.

Remedy

In the earlier stages this condition can be cured. First it is necessary to see that the shoe and stocking are large enough for the toes to lie naturally and that the shoe has a straight inside line. If the foot is in a weakened condition, where the arch elongates more than normally, it is necessary that the shoe should support the arch and hold it in place so that when the weight is on the foot the arch will not elongate pushing the great toe against the side of the shoe. Second, it is very necessary that the great toe be exercised by pulling it out from the other toes until it forms a straight line with the foot. This should be done repeatedly, both night and morning. Before the stocking is put on, place a soft roll of cotton between the great toe and the second toe. This helps to force the toe back to its proper position.

After the condition becomes more pronounced these simple remedies are of no avail. Various kinds of pads and bunion protectors, which give temporary relief, are on the market. But unless the proper shaped shoe is worn no permanent relief or cure can be effected.

CORN

Cause

A corn is formed where there is friction or pressure. A shoe which is too long, or too short, too wide or too narrow, or pointed, causes corns to form on those parts of the foot which are subjected to constant friction or pressure. The pressure produces inflammation and dead flesh accumulates.

Corns do not have roots but may be removed by scraping off the hardened dead skin. It is very necessary in cutting or scraping corns to see that the skin as well as the instruments used are thoroughly cleansed and sterilized. If the corns are the result of a weakened arch which elongates and crowds the toes, relief may be obtained by fitting the foot with a shoe that supports the arch and keeps the foot from slipping down into the toe of the shoe. Shoes must fit the foot. If the shoes are too small the toes will be cramped against the shoe and pressure will produce corns. If the shoe is too large the toes will slip up and down and the rubbing will cause corns. There is no reason for having corns, if a person removes the hardened skin as soon as it appears on the toe and then removes the pressure.

CALLUSES (CALLOSITIES)

Callus is the thickened skin which forms usually on the sole of the foot. If the transverse arch has fallen, the bones of the feet will cause an unnatural pressure on the ball of the foot. To protect itself the foot forms layers of thick skin at the points of greatest pressure. The pressure must be relieved and its cause removed in order to cure calluses. This is done by fitting the foot to a shoe which is not too large but wide and long enough to

FIGURE 19

FIGURE 19. Hammer Toe.

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allow the toes to exercise and which gives support to the transverse arch.

MINOR DEFECTS WHICH ARE FORERUNNERS OF MORE SERIOUS TROUBLES

HAMMER TOE

Hammer toe is the contraction of one of the toes, usually the second, third or fourth. Instead of all three of the bones of the toe lying flat, the toe bone which joins the foot bones, extends upward, the toe bone in front of it drops down and the pressure is borne by the end of the toe. The ligaments have contracted and the weakened muscles have lost their power. In examining

the inside of the shoe it is found that the toe has pushed through the lining of the vamp of the shoe or has made an indentation in the lining.

Causes

This condition is caused by wearing too narrow and too short shoes. Instead of the great toe joint thrust out of place the joint of one of the other toes is misplaced. At first this causes little trouble but, if not corrected, it eventually becomes very painful. Sometimes this condition has to be corrected by a mechanical arrangement, but shoes which are wide and long enough are usually sufficient.

OVERLAPPING TOES

When the toes have been squeezed into a shoe which is too tight and too short, the toes may be crowded, one overlapping the other. Usually corns or calluses are formed on the toes which are misplaced. This is usually the forerunner of a more serious condition, hammer toe or bunion. In the earlier stages it can be corrected with shoes which are long and wide enough to allow the toes to move. Picking up marbles with the toes is a very beneficial exercise to overcome the weakness.

WEAK ANKLE

Weak ankles are, as a rule, the result of a weakened condition of the longitudinal arch. The ligaments have lost their retaining power from over-strain and they are unable to hold the ankle bones in place. The ankles turn in and pressure is borne by the side of the foot rather than the sole. The turning of ankles is first noticed in walking on cobblestones or on an uneven path. This condition usually accompanies flat foot or fallen arches. The most essential thing is to correct the weakened condition of the longitudinal arch by giving a shoe which supports the arch and which has a heel with broad support. The exercises previously given should be taken regularly until the condition is improved.

INGROWING TOE NAIL

An ingrowing toe nail is the result of the edge of the nail becoming imbedded in the flesh next to it. It is usually formed on the great toe and is caused by cutting the nail too close, rounding it instead of cutting it off squarely, and then wearing shoes that are too narrow across the toes. The flesh of the toe

is pressed against the sharp edge of the nail which cuts into the flesh causing much pain. If not properly cared for it may become festered. The condition can be cured by keeping the toe free from infection by placing a small piece of antiseptic cotton under the edge of the nail and protecting the sore part of the toe from the stocking. Wearing shoes and stockings of sufficient length and width is essential. The condition may be prevented by cutting the nails of the toes properly—that is, square instead of rounding and not too short, and wearing shoes which do not crowd the toes against each other.

EXCESSIVE PERSPIRATION

When the feet perspire excessively, either in summer or winter, and if the perspiration has a pungent, disagreeable odor, it is an indication that the feet are in an unhealthy condition. Either there is undue strain upon the muscles, tendons and ligaments, or the circulation of the blood is not right. This may be the result of too tight shoes or shoes which force the bones of the foot out of place. It is necessary to see that the shoes do not restrict the circulation at any part of the foot. The feet must be kept absolutely clean, bathed daily with a pure unperfumed soap and rubbed and massaged to keep the blood in good circulation. Stockings should be changed daily and shoes should be alternated, wearing one pair one day and allowing them to air the next. Bathing the feet in a solution of tannic acid and borax often gives relief. Exercises should be taken to increase the muscular strength and improve the circulation. (See exercises given under "Weak Foot.")

BURNING FEET

Burning feet is a symptom rather than a disease. It indicates that something is wrong, usually that there is a pressure somewhere on the foot which should be removed. It may be a forerunner of a weakened flexible foot, falling arches and infected corns.

BLISTERS

Blisters are made upon the foot by ill-fitting shoes, usually ones that are too large in the heel or by the friction produced by a wrinkle in the lining of the shoe, a rough seam, or surface on the inside of the shoe. The most dangerous thing about a blister is the liability of infection. Care should be taken that the skin is kept

clean, bathed in boracic acid, and protected by cotton until it heals. Shoes that are too wide are almost as painful as those which are too narrow.

QUESTIONS

1. Why is the information about foot troubles given to you to study?
2. How can you make use of this information?
3. Suppose after measuring the customer's foot you find she has a weak foot just exactly what would you say to her?
4. Give the causes of bunion and fallen arch..
5. How would you recognize fallen arch, weak foot, bunion, fallen transverse arch?

CHAPTER VIII

The Fitting of Shoes

Fitting shoes is one of the most interesting, as well as one of the most difficult problems in selling shoes. Well fitting shoes are the best advertisement any shoe can have. Two things are essential in fitting: (1) the correct size; (2) the right shape of shoe for the customer's foot. It is necessary to be broad minded as to the style of the shoe worn. Salespeople may offend a customer by trying to force her to buy a shoe which she does not desire and many customers have to be handled very tactfully in trying to persuade them to buy a common sense shoe. Experts say that if a person wears the right shape of shoe for every day for walking, a shoe for dress wear may be any shape and not injure the foot, providing it is the correct size. Frequently salespeople can sell two pairs of shoes, a sensible style for every day and more extreme style for dress. It is very difficult to give directions for fitting because people's feet vary so greatly, and hard and fast rules can not be laid down. In as much as many people are not only sensitive about the size of their feet but are offended if a salesperson says or insinuates that there is anything wrong with their feet, some general directions and information are given here which show a salesperson some of the best practices in fitting shoes.

FINDING THE CORRECT SIZE OF SHOE

Never ask the customer what size she wears. Many customers do not know and some who know, do not give the correct size when asked, especially if the foot is large.

Do not limit the possibilities of what you might show her by asking whether she wants black or brown, high or low, button or lace, etc. If she does not state a preference voluntarily she probably has not made up her mind and she is then confused and annoyed by questions as to color, style, heel and price.

Usually the question "Do you want a dress or an everyday shoe?" gives a general idea of the kind of shoe desired and enables

the salesperson to select the shoe which he feels is best suited to the customer's needs. This question may be asked while the salesperson is taking off the customer's shoes.

MEASURE THE CUSTOMER'S FOOT BEFORE GETTING OUT A SHOE. It is always essential to measure the customer's foot before trying on a shoe.

MEASURING STICK. A stick is provided for measuring the foot. One style has the last numbers marked. When using this style, $2\frac{1}{2}$ to 3 sizes usually have to be added to the number indicated on the stick to obtain the correct size of the shoe. This however depends on the shape of the shoe. If the shoe has a long narrow vamp or least 3 sizes must be added. If it has a short round vamp, $2\frac{1}{2}$ may be enough. So, if the foot measures $1\frac{1}{2}$, that means that a size 4 or $4\frac{1}{2}$ in a medium pointed toe shoe should be shown, and if it measures 4, a $6\frac{1}{2}$ or 7 size shoe in a medium toe should be shown. The other style of foot measure has the shoe sizes marked upon it, so that if the foot measures 6, size 6 should be shown. The stick with the last number is most frequently used. Judgment must always be used in fitting shoes.

HOW TO MEASURE THE FOOT. Have the customer place her foot on the stick, the heel resting against the back upright of the stick. Hold the toe next to the great toe down with one hand while bringing the sliding end just to touch the toe. This gives the length of shoe the customer should wear. The customer's foot should be measured with the weight on it, as well as with the weight off to see how much the foot elongates. This is especially necessary in a walking or everyday shoe. If the foot elongates $\frac{1}{2}$ inch or more, it shows that the customer has a weak foot. In this case suggest a shoe that will support the arch and give freedom to the toes.

DETERMINING THE WIDTH OF THE FOOT. The foot may be fleshy, medium, slender, or very thin. Some stores have measures for measuring width. Width depends so largely upon the length that the only general directions that can be given are:

If the foot is very fleshy it may take D or E width.

The medium foot takes C.

The narrow foot, B or A.

The very narrow foot, AA or AAA.

Salespeople can learn to judge widths.

If the right size of shoe is out of stock and the foot is slender, select one a $\frac{1}{2}$ size longer and one size narrower. That is, if the foot measures for a 5B and you do not have that size in the desired shoe, show a $5\frac{1}{2}$ A.

If the foot is thick or broad, and the proper size is out, it is usually a good plan to try a $\frac{1}{2}$ size shorter and a size wider, as well as a $\frac{1}{2}$ size longer and a size narrower. That is, if the foot measures $4\frac{1}{2}$ C and you do not have that style in the right shoe, try a 4D as well as 5B and see which is most comfortable on the customer.

SIZING UP THE FOOT. While the customer is having her foot measured, the salesperson is given an opportunity to study the foot. These are the things to notice about it:

Has the foot tapering, rounding, or square toes?

(A foot with short square or rounding toes is more comfortable in a shorter vamp shoe, a tapering foot in a more pointed vamp.)

Is the foot broad or narrow?

Is it fleshy or bony?

(People with soft, fleshy feet can put on shoes much tighter than those can with bony feet. Because of this salespeople frequently fit a fleshy foot with a shoe that is too narrow. This should be looked out for.)

Is the great toe joint straight or does it bulge?

(If the great toe joint bulges badly, the customer frequently can be fitted more comfortably in a combination last of shoe which allows more width in the ball of the shoe than do the regular lasts of greater width.)

Does the foot, when bearing weight, elongate more than $\frac{1}{2}$ inch? If so the foot is in a weakened condition. An expert salesperson who is tactful and knows his subject thoroughly should be able to sell or at least recommend a corrective shoe; if not, the foot specialist in the department should be called.

WHAT CONSTITUTES A GOOD FIT

a. The length of the shoe must allow the foot to lie naturally, without cramping the toes. This is judged by seeing that the great toe joint comes where the sole shape has its most pronounced curve. In other words, the bend of the foot at the toes

must come at the bend of the shoe. This is the most essential point in the fitting of shoes.

b. The toe of the shoe must be wide enough to allow the toes of the feet to spread when walking.

c. The shoe must be *wide enough at the ball* to allow the foot to bend easily in walking.

d. The *shank* of the shoe must fit snugly at the arch of the foot, at the waist, and instep.

e. The *heel* must fit snugly and not slip.

f. The fastenings must not bind the foot. If the shoe is laced, the lacing must not come together over the instep but should lace snugly without meeting. If the shoe is buttoned it must meet over the instep with a snug fit but not so tight that it cramps the foot or retards the circulation of the blood. When every button over the instep has to be set over, the shoe is not the proper size.

g. The seam of the shoe should never come over the great toe joint.

JUDGING THE FIT OF A SHOE

A salesperson may judge the fit of a shoe by running the fingers over the vamp of the shoe after it is on the customer's foot, observing the points brought out in *a, b, c, d, e, f, g*, under "What Constitutes a Good Fit."

If you are sure the fit is correct ask the customer if the shoe isn't comfortable.

HANDLING THE CUSTOMER WHO DOES NOT CARE ABOUT A CORRECT FIT

Despite all that has been written and said about the importance of the feet, some women prefer style to comfort and insist upon having the latest model regardless of its suitability for their feet. In all shoe transactions tact in handling the customer is of the utmost importance, and with this kind of a customer the shoe salesperson must be very careful not to force on the customer what she does not want. However, he can do two things. He should sell her the shoe which she insists upon taking but he should also tactfully explain why the shoe is not right for her foot and should suggest that she try a different style if that one is not wholly satisfactory, telling her that he will be glad to fit her.

Shoe salesmen who are able to give, in a simple convincing

way, the reasons why one shoe is better than another for a certain foot, are usually able to sell the customer the shoe she needs. There are, of course, exceptions to this. It is a rule in most stores that if a customer insists upon taking a shoe that the salesman knows is too small or will not give satisfaction, the head of the department must be consulted. This relieves the salesman from the responsibility of selling a shoe that is not right.

SIZES.—

Shoes usually run from size 2AAA to $8\frac{1}{2}$ EE. A complete line is one which has every length and width represented, a complete line in C width would be 2 C, $2\frac{1}{2}$ C, 3 C, $3\frac{1}{2}$ C, 4 C, $4\frac{1}{2}$ C, 5 C, $5\frac{1}{2}$ C, 6 C, $6\frac{1}{2}$ C, 7 C, $7\frac{1}{2}$ C, 8 C, $8\frac{1}{2}$ C. A complete line of widths is AAA, AA, A, B, C, D, E, EE. There is not always a complete line of sizes in every style. That is one reason it is necessary for a salesperson to know just what he has in stock. If a customer wants a certain shoe and her size is missing, the salesman must know what shoe he has in stock in the right size similar to the one which the customer likes.

In placing the boxes on the shelf, shoes of the same style numbers are placed together in the case. The sizes always run from the bottom to the top, starting at the left with the shortest and narrowest size.

SIZE CODES.—

Manufacturers used to think that customers would be more correctly fitted if they did not know what size of shoe was being shown to them. Therefore they marked the sizes in codes. At the present time most shoes are marked plainly, but in case one or two lines are marked in codes the following markings are explained as follows:

One code adds 32 to each size, so that size 4 would be marked 36; size 5, 37, etc. A dash—means a half size so a mark 38—means size $6\frac{1}{2}$.

The Width Code:				Examples:	
00	means width AA			39-0	means $7\frac{1}{2}$ A
0	"	"	A	37 2	" 5C
1	"	"	B	34-3	" $2\frac{1}{2}$ D
2	"	"	C		
3	"	"	D		
4	"	"	E		

In another code three numbers are used. The middle number signifies the size, the right hand number is always 5 or 0. The 5 indicates a half size. The 0 a whole size. The left hand number indicates the width.

The width numbers:

0 means width AA

1 " " A

2 " " B

3 " " C

4 " " D

5 " " E

Examples:

460 means size 6D

375 " " 7½C

245 " " 4½B

QUESTIONS ON FITTING

1. What is meant by a correct fit?
2. How can a salesperson help a customer to know whether the size is right?
3. Why is it poor salesmanship to start a sale by asking the customer what size she wears?
4. What size codes are used in the department?
5. What should a salesperson do if he can not find a size that is satisfactory for the customer?
6. What do you look for in judging the fit of a shoe?

CHAPTER IX

How to Justify the Price of Shoes

(A Summary)

One of the most frequent questions asked in the shoe department is, "why does this shoe cost more than that," or, "why is this shoe so expensive?"

As has been shown in previous chapters there are certain things that directly affect the cost of the shoe, the most important of which are, the style, the materials, the workmanship. But the things that affect the *value* of the shoe as far as the customer is concerned, might be phrased somewhat differently. Customers are interested in:

1. The fashionableness of the style.
2. The beauty of the shoe and its becomingness to the foot.
3. The durability of the shoe.
4. The comfort which the shoe gives.
5. The quality or make of the shoe.
6. The price.

Not all these points interest all customers. But usually a customer is interested in one or more of these points. She may be willing to pay several dollars more for a shoe if she is convinced it is the latest model. On the other hand she may be much more interested in getting a shoe which will look well on her foot, and she may be willing to take a more expensive shoe because it fits her foot better. She may be interested simply in the price of a shoe, not caring particularly about beauty or quality; or she may be interested in a shoe that will wear, rather than in one that is beautiful or fashionable.

In trying on shoes a salesperson can soon discover in what points the customer is most interested. When he has found this out, he must then be able to explain, first, how one shoe meets the needs and desires of the customer better than another one, and second, why one shoe costs more than another.

WHY ONE SHOE COSTS MORE THAN ANOTHER

STYLE. A new style of shoe costs more than a staple style or one that has been on the market some time.

DEMAND AND SUPPLY. In shoes as in other commodities when there is a demand for certain articles and the demand is greater than the supply the cost of the article increases. So when the demand for a certain style of shoe, exceeds the supply, that particular style is more expensive than a less popular style because it is harder to get.

CHANGE OF FASHION. Change of fashion frequently introduces styles which necessitates a change in the last upon which the shoes are made. This increases the cost of the new style of shoe. Because the fashions are so variable, a manufacture has to increase the price of a new style of shoe to protect himself against a possible loss in case the shoes do not sell well, or in case the fashion changes and leaves him with an oversupply of shoes that do not meet the requirements of the new fashion.

EXCLUSIVENESS OF STYLE. Sometimes there are only a few shoes made in a certain style to meet the demands of customers who are willing to pay the price to have an exclusive style. The more shoes that are made according to one style the cheaper it is to produce the shoe, because the same patterns and lasts can be used, and the work can be routined and the worker can accomplish more. This explains why a style which is very new costs more than the same shoe after the style becomes more popular. If the manufacturers are able to keep the supply greater than the demand the shoe can be produced cheaply.

MATERIALS. The difference in the quality of the materials greatly affects the price of the shoe. The quality of the shoe depends upon:

1. The condition and grade of skin used; whether perfect or bruised, scratched, etc. The more perfect the skin the more expensive it is. The finer grained, close fibered leathers cost more than the coarser leathers.
2. The matchings of skins. In the more expensive shoes the skins are carefully matched so that every part has the same grain and finish. This is not true in the cheaper shoes.
3. The kind of leather used in the upper. Kidskin is the most expensive of any of the usual leathers, kangaroo of the rarer leathers.

4. The materials used in the soles. The best quality of leather is most expensive. Leather substitutes are the cheapest.

5. The tanning and finishing of the skin. A skin that has been tanned by a reliable house that stands only for the highest grade of work, costs more than the skins less carefully tanned.

6. The kind and quality of lining. In the more expensive shoes the linings are very noticeably of higher grade. This means not only the fabric used in lining the uppers but also the lining over the sole, the extra pad at the heel, the lining of the tongue, the facings, the stays, etc.

7. The quality of findings. In the more expensive shoes the threads are finer and do not look so cottony as do the threads in the cheaper shoes. The eyelet in a more expensive shoe is better and does not look so brassy as the ones in a cheap shoe.

WORKMANSHIP. The way in which the shoe is made as well as the quality of workmanship used in the making affects the price of the shoe.

SOLES. Shoes with a Goodyear Welt sole cost more to manufacture. Turned soles while thin and light require the highest grade of leather which makes them expensive to produce. The McKay sole is the cheapest to make. Greater care is taken in the making of a better grade of shoe.

The quality of the workmanship depends upon the skill of the workman and the quality of the materials used. The more highly skilled a workman is, the higher his wages. The skilled workman turns out a higher grade of work, which naturally must cost more.

Good workmanship is shown in stitchings both outside and inside the shoe; in the way in which the edges are finished, (inside and outside); the regularity and cut of the perforations; the beauty of the shape of the shoe.

POINTS WHICH AFFECT THE VALUE OF A SHOE ACCORDING TO THE INTERESTS OF THE CUSTOMER

FASHION. Almost all women customers are interested in style. Different customers are interested in different points about style. Some want to have the very latest model; some want a style which will be good for more than one season; some are interested in the trend of fashion for next season; some in the exclusiveness of the style; some in the popularity of the style; and some are especially interested in knowing whether the shoe is suitable for

the use for which it is being bought.

The salesman must be able to show the customer how one shoe may meet her desires as to style better than another. He must be able to explain what there is about the style of the shoe that shows it is the latest model, or that it is exclusive, or staple, etc. The shape, the material, color and decoration must be considered in giving points about styles.

BEAUTY. In showing a customer who is interested in beauty and becomingness why one shoe is better for her than another a salesman must consider the fit of the shoe, the beauty of the material which is dependent upon quality and suitability for the kind of shoe; the workmanship which includes the cut and finish of the inside as well as the outside of the shoe.

DURABILITY. The kind of material, its color and finish, how it can be cleaned and polished are important in explaining why one shoe is more durable than another. The way in which the shoe is made, that is, the kind of sole, the heel, the quality of workmanship and the fit of the shoe affect the wearing quality.

COMFORT. When the customer is primarily interested in comfort the salesman must be able to show how one shoe fits the foot better than the other, how comfort may be affected by the kind of materials used in the uppers and soles, the kinds of soles and heels.

QUALITY OR MAKE OF SHOE. Some customers want to get the best quality of shoe made and for this reason they want a make of shoe which they know to be superior. If a salesman tries to sell a make with which they are not familiar he has to show why the shoe is high grade. This necessitates explaining about the quality of materials used, workmanship and beauty of the shoe.

PRICE. Practically all customers are interested in prices, but some customers do not make a point of price if they can get the other qualities in which they are most concerned. A few dollars one way or the other is of no consequence. For some customers, however, price is the most important consideration. A customer of this type may also be interested in fashion, beauty, utility, etc., but she is most interested in price. Her purchase depends largely upon the shoe costs. In this case a salesman must show a shoe consistent with the price the customer wants to pay and explain the points about the shoe in which the customer may be interested.

If the customer is interested in getting a bargain, the salesman must be able to show why the shoes are a bargain. If the shoes are reduced the customer may want to know why the shoes have been marked down and if they are all right. The buyer is always willing to give the reasons for reducing the shoes. It may be broken sizes, discontinued lines, odds and ends that must be moved to make space for the new styles. The salesman must be prepared to explain the good points of the reduced shoes.

QUESTIONS ON JUSTIFYING PRICE

1. Take two shoes of different prices and determine why one costs more than the other.
2. What points would you tell about a shoe when the customer is interested primarily in serviceability?

CHAPTER X

Selling Suggestions

Since the primary purposes of this manual is to present facts about merchandise, there will be no attempt to give a scientific analysis of selling methods, nor explicit detailed directions as to just how to sell shoes, but there will be given a few suggestions which have proved successful in shoe departments. The information, or advice, as it might be called, has been collected from shoe buyers and expert salespeople and it is given here because it contains ideas which will be valuable to other salespeople.

Points to Remember Throughout the Sale

Every salesperson knows that it is much easier to sell to a calm, untroubled, happy customer than one who is offended or disgruntled for some reason or other. These general directions should always be remembered:

1. Make every effort to show the customer that you are interested in her and want to find the right shoe for her.
2. In serving the customer make everything as easy and comfortable as possible for her. This includes not annoying her with confusing questions.
3. Give her as little opportunity as possible to find fault with the merchandise or service.

Beginning the Sale

In a shoe department there are two ways of receiving the customer,—either the floor manager greets the customer, seats her and then calls a salesperson, or the salesperson may greet the customer. When this is one of the salesperson's duties, he must see to it that the customer is noticed and recognized as soon as she comes into the department.

The shoe department is one in which the customers need the attention of a salesperson because there is such a limited amount of merchandise displayed and few, if any, customers want to be left alone to look as they do in departments where practically all the merchandise is displayed on racks and tables. Therefore, the

first suggestion is: *Be prompt in approaching a customer when she comes into the department.*

WHAT TO SAY WHEN OPENING A SALE. There has been much discussion and disagreement about the best way in which to greet customers. The best possible greeting, so far as words go, may be ruined by the way it is said. If the salesperson feels, and keeps on feeling throughout the sale, "I want to be of real service to this customer," he cannot go wrong as far as manner is concerned.

Any approach that shows a desire to be of service is all right.

Several buyers have suggested starting the sale by saying, "Shoes for yourself?"; then, indicating definitely which seat she is to take, "Please be seated right here." There are other satisfactory approaches but the good things about this one are:

It is a very easy question for the customer to answer.

It in no way implies that the salesperson expects the customer to buy.

It starts the sale immediately without any unnecessary questioning.

It shows consideration for the customer because the salesperson has indicated definitely where she is to sit and has not left her confused or doubtful as to where to go in the department. This extra attention may make her feel that the salesperson is very courteous and is showing a special interest in her.

MEASURING THE FOOT. Most shoe buyers agree that the foot should be measured before a shoe is shown. This enables the salesperson to know what kind and size of shoe are necessary. If a shoe is brought out before the foot is measured many customers immediately become suspicious of the salesperson and lose confidence. Measuring the foot also gives the salesperson an opportunity to size up the foot and study the customer. The only exception to this would be when a customer sees a shoe on display and asks if the store has that shoe in size—(giving her size).

FINDING OUT WHAT THE CUSTOMER WANTS. While removing the old shoe an opportunity is given to ask, "Do you want to look at dress or everyday shoes?" This is the only question that should be asked if the salesperson wants to make the sale easily.

DISADVANTAGES OF ASKING QUESTIONS. (1) If the salesperson asks, "Black or brown," "Kid or calf," "High or low," "French

or military heels," etc., he is limiting the possibilities for showing what he has in stock that may fit the customer.

(2) The customer may not have made up her mind on any of these points. In that case questions may likely annoy her and confuse her.

(3) The customer may have decided what she wants but when she hears of something else, she may change her mind. For instance, she may have taken it for granted that she would look at black, but when she hears "brown" she may think, "Well, I might as well see what the brown looks like."

ADVANTAGES OF ASKING JUST THE ONE QUESTION. If the customer has her mind made up when the salesperson asks, "Do you want to look at dress or everyday shoes?," she will probably state any particular kind she has in mind in some such a way as, "I'd like to look at dress shoes. Have you black suede in a button shoe?," etc. or "Have you a gray shoe with a Cuban heel?" or "I want a shoe for every day, something that will wear well and be comfortable for walking," etc. Even if she does not mention any special kind the salesman still has a clue to work on, for, whether she wants a dress or everyday shoe, he knows what he has in stock that is best in either case.

WHAT TO SAY WHEN A SHOE IS SHOWN TO THE CUSTOMER. When the salesperson is removing the customer's shoe he has an opportunity to study the customer and guess what facts would interest her. He should pay special attention to what she says when she tells the kind she wants, so as to be on the alert for any clues she gives that show her interest. Does she mention fashion, style, color, material, durability, heels, etc.?

If the salesperson wants the customer to become interested in the shoe he has selected to try on, he must say something about the shoe which will appeal to the customer and so catch her attention. It is much easier to get the customer interested if he uses some discrimination in the point he brings out. Such expressions as, "Here's a nice shoe," "Here's a pretty shoe," "Here's a good shoe," are so indefinite that they make little or no impression upon the customer. If, however, the salesperson notices that the customer is smartly dressed, he will probably get her interest immediately if he says, "This is one of our very smartest models with the new modified vamp," pointing out the features that make the shoe smart, or if the customer is

dressed in a very conspicuous and extreme style he may arouse her interest by saying, "This is the very newest thing in footwear, with a very unusual strap fastening," pointing out the features that are new and ultra; or if the customer seems more conservative and practical, so that wearing quality might interest her, he could say, "This is a shoe that will give you good service," showing the points that assure its durability. These statements may be made when trying on the shoe.

Therefore, the next suggestion is: *When showing the first shoe consciously select information which you think will have a special appeal to the customer.*

If the customer has mentioned any special point, a salesperson should be sure to refer to that when he shows the shoe if he has what she asks for. For example, if she has asked for a dress shoe with a Cuban heel, he can say, "Here's a gray kid with a Cuban heel. It has especially good lines," etc. If she asks for something very definite and the salesperson is unable to show exactly what she asks for select the nearest thing to it and show it saying, "I am sorry we haven't what you asked for, but here is " telling the good points of the shoe brought out. It is agreed that it is not good salesmanship to say, "We haven't that," before you show her the nearest thing you have to it.

TRYING ON THE SHOE

The majority of experts agree that it is the best policy to put the shoe on the foot as soon as possible. If the salesperson asks, "How do you like this?," "Would you like to try this on?," "Is this about what you wanted?," he is giving the customer an opportunity to find fault with the merchandise. Many a customer might not care for a shoe when looking at it but when it is tried on and looks and feels all right she may take it. Of course, when the salesperson brings out a shoe to try on, if the customer says, "Oh, I don't want that kind of a heel," the salesperson will have to get a shoe with a kind of heel desired by the customer. If the customer hesitates and says she doesn't know whether she likes the shoe the salesperson should go ahead and put on the shoe saying, "Let's try this on and see about the size," or, "I'd like to have you see this on," etc.

GETTING THE CUSTOMER'S OPINION OF THE SHOE. The salesperson should always have the customer stand on the shoe

and see it in the mirror before asking if it is satisfactory. The salesperson should be careful to find out how the customer likes the shoe without implying that the shoe is not satisfactory. Such questions as "Does the shoe hurt?", "Is that about what you had in mind?", "Do you think it is large enough?", "Do you like that color? or material? or style?" all imply that perhaps it is not wholly satisfactory after all. The following suggestions are much better, "That shoe is comfortable, isn't it?", "That shoe looks well on your foot, doesn't it?", "That's a good-looking shoe."

This in no way means that you are to try to sell the customer what she does not want. As we have said, the most important thing about selling is to satisfy the customer, but many customers are easily influenced by suggestion and if it is suggested or hinted that they may not like a thing, that they immediately decide that they do not like it.

The next suggestion then is: *After you have selected the shoe which you honestly feel is right for the customer, be careful in framing your question not to imply that you think something about it is not right.*

THE QUESTION OF PRICE

One of the most difficult things in a sale is handling the question of price. One very definite rule can be made and that is: *Never ask the customer at the beginning of the sale what price she wants to pay.*

Never say, "About how high do you want to go?," "What price did you have in mind?," "Something about....." (naming an amount), "Do you want to go as high as....." (naming an amount).

Reasons for not mentioning price at the beginning of the sale are: .

The customer may not know how much she wants to pay so the question may annoy her.

She may have a certain amount in mind but would pay more if she saw just what she wanted.

She may be afraid to set a price over which she would rather not go, for fear the salesperson will not show her merchandise at any other price.

She may hesitate to give her limit because she may dread the impression she may make on the salesperson by so doing. It is

easier to look at a price mark and to say that she does not care to go that high.

It is always safe to show a medium priced shoe first. The customer is not frightened away as she may be if she is shown the most expensive shoe; and she is not insulted as she may be if she is shown the least expensive. In considering the medium price it must be the medium price of shoes of that department and not what the salesperson considers a medium price. In a department where the cheapest shoe is \$6 and the most expensive \$18 or \$20, a \$12, \$13 or \$14 shoe should be shown first.

The consensus of opinion is not to mention price until the customer asks about it. If the customer does not ask, then the salesperson must mention the price before he makes out the salescheck. This may be done in an inconspicuous way by saying: "That is one of the best shoes that we have at \$10.00," "This shoe is only \$8.50 and you can't duplicate it for that anywhere in the city," "You are getting a really good shoe for \$9.50," etc.

The good points about the shoe should be made its selling points rather than the price, unless the customer is interested only in price. As the salesperson shows a shoe he should not say, "This is \$12.50" but rather, "This shoe is \$12.50 and you are getting a shoe that will wear, keep its shape, and always look right," or "This shoe is only \$7.50 but it will wear well and give you lots of good service."

The next suggestion is: *Never ask the customer what she wants to pay for a shoe. Show a medium priced shoe first if she does not indicate what price she wants. Do not use price as your only talking point. Present facts showing why the shoe is a good value.*

SATISFYING THE CUSTOMER

Many things could be said about satisfying customers but only one is going to be mentioned here. *Never misrepresent merchandise.*

It may seem better at the time to persuade a customer to take a shoe that is not exactly right. The customer may not return the shoes but the probability is that she will never come back to the department. In order to build up a permanent business a store must have regular customers who habitually trade there. The only thing that insures making a permanent customer for the store is *always* to give satisfaction. Satisfaction is given only

when a customer gets merchandise which meets her needs and when she has not been given false information in answer to any question she may ask.

TURNING THE CUSTOMER OVER TO SOMEONE ELSE IN THE DEPARTMENT. Many shoe departments have made it a department rule that when a salesperson cannot make the sale, he must call someone of higher authority in the department. Usually the person to be called is the assistant buyer, the floor manager, or the head of stock who has charge of the division. Great tact must be used in turning over a customer. If the salesperson is unable to find anything that pleases the customer he may leave the customer a moment and come back with the assistant buyer or supervisor and say, "I have asked Mr. B. to help you because I want to be sure that you see everything we have." In some shops if a salesperson sees that the customer is antagonistic to him he gets another salesperson to wait on her immediately saying, "I have asked Miss B to wait on you, that is her stock."

If he is not sure of the fit he can say, "Let me call Mr. B . . . , our expert fitter, to see that shoe on your foot." If she insists upon taking a shoe that is too small, he can say, "I'd like our assistant buyer see that shoe before you leave," or you can bring the assistant buyer to her and say, "I am not quite satisfied with the fit of that shoe. I wanted our assistant buyer to see it."

If the customer makes an objection to a shoe and you are quite certain there is no foundation for it, get the assistant buyer and when you return to the customer say, "Mr. B. , this customer thinks that this shoe (explain the objection she has made)." Turn to the customer and say, "We don't want you to take this shoe unless it satisfies you but I wanted our assistant buyer, Mr. B. , to see it."

After the customer has decided to buy, the salesperson has a good opportunity to impress the customer with the value of the article she has bought. While he is lacing up her shoe, he can say, "I know that you are going to like the shoe you bought because (give the points of excellence)" or "I am sure that you will find this shoe comfortable, because, etc."

If the customer says she won't decide today, or there is nothing that she cares for, the salesperson should not show disappointment nor turn and leave the customer. He should say, "I am very sorry that we haven't the shoe you want but come

in again and I'll be glad to show anything new that has come in," If she says she would like to look elsewhere before deciding, say, "Perhaps you would be better satisfied to go and look elsewhere but I believe that you'll be back because I don't think you can find a better shoe than that. My number is I'll be glad to wait on you when you return."

If any salesperson wants to know more about selling methods, he can get many suggestions from the following books: "Retail Selling," Norton, "Principles of Salesmanship," Corbion, "Salesmanship," Fisk. These books may be obtained from any public library or through the Educational Department in the store.

CARE OF STOCK

Keeping the stock in good condition makes selling much easier.

Each person in the department has a special division of stock for which he is responsible. That means he must keep his boxes filled, his stock must be well kept, neat, and clean, and correctly mated, and correctly arranged on the shelf. There are certain things which should be done to simplify the work of others, to make the department attractive and to keep the merchandise from depreciating in value. In order that the new salespeople may know what is expected of them in taking care of the stock and how they can co-operate with others in the department the following directions are given:

1. TAKING SHOES OUT OF THE BOX.—

When the desired size and style number is found pull the box out by slipping a finger under the end of the box cover and pulling. If the box sticks or does not pull easily, do not struggle with it until the end of the cover breaks, but place a hand on either side of the box and pull. This saves the box cover and avoids the untidy appearance of broken box lids on the shelves. After the box is pulled out, take out the shoe which you want to show, place the *box in the cover* and slip the box back on the shelf. If you sell the shoes, place the cover on the box after you have removed the shoes, and put the box *on the shelf upside down*. This shows the person in charge of the stock that the box is empty and no one will waste time looking in it for shoes.

Always see that the stock number, size, and price are on every shoe you take from the box.

If shoes or slippers of any light color, are being shown it is very necessary to have clean hands. One finger mark on a white or light shoe makes the shoe undesirable from the point of view of the customer. Some of the best salespeople, when fitting slippers of delicate colors which are easily soiled, place tissue paper around the shoe when carrying it to a customer and try not to touch the delicate color with the hand. This care of the stock increases the customer's respect for the merchandise.

2. PUTTING AWAY THE SHOE.—

Many shoes are shown to customers which are not sold. If the shoes are not put back in their proper boxes great inconvenience and many lost sales are the result.

When putting a shoe away take great care to see that the style number and size number on the shoe corresponds to the style and size numbers on the box. *Always compare the style number on the shoe with that on the box.* A salesperson should never guess, no matter how sure he is. If he is in a great hurry and does not have time to stop and look, it is better to leave the shoe until he is free and has time to look carefully. Mismatched shoes cause more trouble than anything else in a shoe department and mismatching is inexcusable in that it is a mistake that is made through carelessness.

PRICE TAG. Sometimes the label or tag which shows the style number, size, and price is lost while the shoe is being fitted. Before putting the shoe away, see that these numbers are written on the sole of the shoe, and then call it to the attention of the head of stock.

PUTTING SHOE IN THE BOX. There is just one way to place shoes in the box. The shoes are laid on the side, the toe of one shoe resting against the heel of the other. In the better grades of shoes there is always tissue paper in the box. See that this paper is between the shoes. It not only keeps the shoes from being scratched by each other, but protects the shoes from the dust. In the boxes containing patent leather shoes, there is usually a piece of cotton sheeting which is large enough to be placed between the shoes and cover the tops of both shoes. This is a great protection and should be placed carefully around the shoes when they are replaced in the box.

NEAT APPEARANCES OF BOXES. All paper and shoe laces should be inside the boxes, and not hanging below the cover of the box.

If the shoes are placed in the boxes correctly, the cover should fit easily and securely over the box. If it does not do so, open the box and find out what is the matter. Probably the shoes are not placed correctly in the box, or the tissue paper or cotton is crumpled under the shoes.

A box should never be forced into the space on the shelf, for several reasons. First, the box will be broken and this will be an added expense to the department for the cost of boxes for a shoe department is not a small item. Second, the broken box will allow the dust to sift in upon the shoes and make them look old and shopworn, and so cause them to depreciate in value. Third, the appearance of the department is affected because a department with broken and dirty boxes here and there looks untidy and poorly kept, and makes customers think that the merchandise is not very valuable or it would be taken better care of.

3. ARRANGEMENT OF BOXES ON THE SHELVES.—

A great deal of time would be saved for every salesperson in the shoe department if the boxes were always put back in their proper places on the shelf. There are two things to be considered in doing this correctly.

FIRST, boxes with the same style number should be together, for if a box gets misplaced a sale may be lost. This is likely to happen when stocks run low and there are several vacant spaces close together.

SECOND, boxes should be correctly replaced on the shelf according to size. The sizes run in regular order, and much time and energy may be saved by placing the box so the size will be in regular order. In putting the box back in the right place on the shelf, according to both stock number and size, one is helping others as well as himself, to save time in looking for merchandise.

4. DUSTING STOCK.—

Stock should be thoroughly cleaned and dusted twice a week. This means removing the box from the shelf, wiping off the shelf with a dust cloth and then wiping off the top and sides of every box. No ends of shoe laces or paper should hang out of the box. Usually the salespeople take different sections on different days,

cleaning one section one day and another section the next day, covering the whole section twice a week. Sometimes stores have stock boys or girls to do the stock work.

5. SHIFTING STOCK.—

By shifting stock we mean condensing and moving old stock to make room for new merchandise. Empty boxes are filled or removed and all empty spaces are filled. All the boxes may be shifted to one end of a case to make room for a new stock number.

QUESTIONS ABOUT SELLING

1. Why is it poor policy to ask at the beginning of a sale what color, and kind of a shoe the customer desires?
2. Notice when you are selling what different talking points you use with different customers.
3. What do you say to get a customer interested in a shoe?
4. Make a note of the sales you lose for two or three days and try to analyze and see why they were lost.
5. What are the four most important things to be considered in taking care of stock?

APPENDIX A

Questions Asked by Customers While Buying Shoes

From the 419 questions collected these are the questions that appeared more than once and they are given here to show what customers are interested in.

Questions About Price

Why is this shoe so expensive?
Why is this more than that one?
Why are shoes so high now?
Why are these reduced?
Why is this cheaper than that?
What is your cheapest shoe?
Are shoes going up?
What do I have to pay for a really good shoe?
Are these shoes really worth the price?
Are these a bargain? Why?
I don't see any difference in these except the price. Do you?

Questions About Materials

What kind of leather is this?
Is this shoe Vici?
Is this calf?
Is this a good leather?
What do you call this top?
What is Mat calf?
Does Vici stretch?
What is Vici?
Does calf stretch as kid does?
Do suede shoes scuff as kid shoes do?
Does calf scratch as easily as kid?
Doesn't kid wear as well as calf?
What is the most durable thing you have?
Isn't kid the best leather for comfortable every day shoes?
Why don't you have suede in a common sense shoe?

Do you guarantee patent leather?
 Will patent leather crack?
 Will satin wear?
 Doesn't satin split?
 What is this cloth?
 What is your best leather?
 Why won't this wear as well as that?
 Why do you have so many more calf walking shoes than kid?
 Isn't kid easier on the feet?
 Does this wear?
 Will this leather wear better than that?
 Are wooden heels as good as leather?
 Is this heel wood?
 Is this heel solid leather?
 Why is this leather so much heavier than that?
 Will this sole wear?
 Do you guarantee this shoe to give satisfaction?
 What kind of a sole is this?

Questions on Workmanship and the Way the Shoe is Made.

Is this a welt?
 Is this a turned sole?
 What is the difference between a turned and a welt sole?
 What kind of a sole is this?
 Will this split up the back?
 Will this keep its shape?
 What is the difference between a military and a Cuban heel?
 What makes a shoe squeak?
 What kind of a sole wears best?
 Is this a well made shoe?
 How can you tell if this shoe is made better than that?
 What makes of shoes do you carry?
 What make is this?

Questions on Style

Are you selling many oxfords?
 Are button shoes coming in?
 Is a winged tip fashionable? Are buckles good?
 What are the best colors this season?
 What are they going to wear next season?
 Will round toes be worn?

What is the newest thing you have?

Are these good style?

Is this a French heel?

Have you a short vamped shoe?

Questions on Suitability

Are Cuban heels as dressy as French heels?

Are these shoes all right for dress?

Do you match shoes to suits now?

Will these do for every thing but formal evening wear?

Is this a dress shoe?

Could I wear this for dress? for business?

Would this be all right for hiking?

Could I wear colored stockings with these slippers?

Could I wear patent leather slippers with a pale blue evening dress?

Is white or silver better for evening wear?

Are Cuban heels all right for evening slippers?

Questions on the Fitting of Shoes

Does that fit my foot?

Aren't the toes too long?

Are those wide enough?

Is this the right thing for my foot?

How do you know that is the right length?

Is a high heel bad for the foot?

I don't think I should wear a low heel do you?

Doesn't a low heel cause fallen arches?

Do you think a high heel really does any harm?

What is the matter with my old shoe?

Am I getting a bunion?

Will that shoe make a bunion?

What makes it bulge there at the big toe?

Does that support the arch?

Will that make a corn?

Are those large enough?

Don't those pointed toes cause bunions? Is there anything the matter with my foot?

Can I wear a low heel?

Do you advise a larger size of shoe for me?

APPENDIX B

Instructions for Training New Shoe Salespeople.

Introduction

One of the most important problems in educational work in department stores to-day is the best method of teaching the salesperson about the merchandise he sells.

It is generally agreed among educational directors that the work should be done by someone in the department who knows the merchandise thoroughly. The difficulty with this is that frequently the person who is best qualified from the point of view of actual merchandise information has little teaching ability. Therefore it is the function of the educational department to train someone in the department to carry on this work.

In the study of the shoe department made by the Research Bureau for Retail Training it was found necessary (1) to collect such practical information as could be used to train shoe salesmen to become experts. (2) To select from this large mass of material such information as was necessary for a new salesperson. (3) To work out a method for teaching someone in the department to train the new salesperson.

The purpose of this chapter is to show how the new salesperson can be trained for the shoe department by the assistant buyer, the sponsor, or the head of stock. Care has been taken to see that it is explained simply and clearly step by step. It does not presuppose any previous training in teaching, but it shows concretely how to apply principles of teaching and how to make the merchandise training more effective. The methods discussed have been tried out in practice.

Reasons why this plan is suggested.

The suggestions given here are made after a good deal of experimenting in and studying of conditions in shoe departments.

The ideal method of training shoe salespeople is to have a trained instructor in the department. Since he would be trained in teaching methods, he would know just how to talk to the

group and how to make the best use of the materials in the department.

However, it was found in the survey that trained instructors were not available and yet the buyers wanted the new salespeople trained. The only thing to be done was to work out a feasible plan that could be carried out by some one in the department.

The method described here has been tried out and has proved satisfactory. It enables the work to be done by someone in the department without disrupting in any way the organization of the department. The use of the question and answer method was most satisfactory when taken up with small groups of the salespeople. The coach explained the most difficult points of the lesson, having the material at hand to show by way of illustration. Then the questions and answers were given to the salesperson, and they were allowed two days in which to study them. At the next meeting the coach questioned the people about the information.

The best results were obtained when the answer was given with the question. The salespeople said that when they had the question to look at they knew what they were reading about much better than when the material was given in manual form.

When the question was given for them to find out the answer the salespeople said they were always bothering the other salespeople. In using the questions and answers it is very important to see that the salespeople understand what they are reading about; for instance, before they read about soling of shoes they should be shown turned, McKay and Goodyear Welt shoes so they may understand better the descriptions.

The only way to insure the success of any method is to see that the lessons are followed up and to see that the salesperson is held responsible for learning the facts given.

It was found best to complete the study within three weeks. The assignment of questions would depend upon the individual's aptitude for learning and the coach's time. Instructors may easily adapt the work to suit the department conditions. These suggestions are not given as hard and fast rules, but they show the method that worked best where the experiment was tried out.

SUGGESTIONS FOR AN INSTRUCTOR OF NEW SALESPEOPLE

The instruction deals with:

1. Teaching the location of merchandise in the department.
2. Giving the salesperson simple facts and information in order that he may know the talking points

about the merchandise and answer usual questions about shoes.

3. Explaining more unusual terms used in connection with buying and selling shoes.

GENERAL DIRECTIONS

When the salesperson comes into the department the instructor should explain to him that he is going to be allowed two or more days to get acquainted with the department and that he will not be expected to sell during the first two days. Then it should be explained to him that since there is so much stock and it is so difficult to learn, there will be a coach to help him.

The first step of the plan is to prepare a chart (about 12" x 18") of the department layout (an objection may be made to the chart because the location of stock changes with seasons, but it takes only a short time to make a chart and the chart is usually good for one season); the second step is to teach the location of the main divisions of stock; the third, is to teach details of location according to material, style, color, prices; the fourth, is a detailed study of different style numbers. Practice is given by allowing the new salesperson to put away stock after his first day's instruction.

During the second and third weeks the more detailed facts about the materials, the making, fitting, etc. may be given.

FIRST DAY

A. TEACHING THE MAIN DIVISIONS OF STOCK

1. Give the salesperson the chart of the department and show how it corresponds to the department layout. This can be done by a brief explanation of the chart and by walking to each main division and showing its corresponding place on the chart. At the same time the terms with which he might not be familiar, as boudoir slippers, orthopedic shoes, etc., may be explained by showing one or more of each as he makes the trip with the coach.

2. Then give him fifteen minutes to study the chart and memorize the main divisions. (In some cases this will have to be increased to thirty minutes.)

3. After fifteen or twenty minutes test him. Lay aside the chart and ask, "Where would you go to look for black oxfords,

pumps, etc.?" until each main division is covered by one question. Time may be saved in answering by pointing to the exact location.

(If he is unable to locate any main division he may be given the chart to find where the kind is located and then told to go to the case and get a shoe of that kind.)

B. LEARNING THE COMMON SHOE TERMS

1. INSTRUCTION. In showing different shoes bring out the following points:

a. Common materials used in the shoes and how they are recognized—Calf, kid, patent leather, satin and suede.

b. Heels—French, Baby Louis, Military, Cuban, Flat or Common Sense.

c. Toes and Vamps—Short, long, and medium vamp; narrow and pointed, broad and pointed, round, with and without tip.

d. Size—The size codes should be explained.

e. Arrangement. The meaning of the style number and the way in which the shoes are arranged in the case should be explained, going up and down the shelves of two cases to be sure the salesperson understands.

2. TESTING. After the points have been taken up, the salesperson should be asked to go to a shelf and get a designated shoe. Ask questions similar to the following:

a. What is the material in the shoe?

b. What kind of heel has it?

c. What is the size?

d. What kind of a vamp has it?

This should be repeated with several different kinds of shoes.

After this instruction review the location of the main divisions of the merchandise by asking where different shoes are to be found in the department.

C. DETAILED STUDY OF MERCHANDISE FOR STYLE, COLOR, MATERIAL AND PRICE

1. INSTRUCTION. Give the salesperson a chart and tell him to study the more detailed location of the merchandise so that he can be able later not only to locate the style of shoe but to find the different colors, materials, and prices,—for example, a

brown calfskin oxford at \$6.50, \$8.00, \$9.50, \$11.50, etc. He should feel free to go around the department, look in the boxes, examine shoes and study the chart. He should be told that before he goes home the coach will go over the work with him and see how much he remembers.

Explain how the stock is taken care of—

- a. How the box is removed from the shelf.
- b. How shoes are put in the box.
- c. How dusting should be done.

2. TESTING. Sometime between 4:30 and 5:30 test him by asking him to find and bring to you different kinds and prices of shoes, for example:

- a. A high black patent leather at \$11.50.
- b. A tan calfskin pump at \$6.50.
- c. A high gray suede.
- d. A high gray kid at \$12.00.
- e. A high black calf not over \$12.00.

Ask about fifteen questions similar to these, having him locate the best sellers for that time of year. If he is unable to locate them, let him look at the chart.

SECOND DAY

1. REVIEW. In the morning, review some of the things he learned the day before, as:

The main divisions of the stock.

The different materials.

The different heels.

2. INSTRUCTION. Explain the difference between a turned and welt sole, using models to show the difference. After this has been done go over the stock with him and have him see each style number, writing down a description of each, as:

Style No. Cut Color Price Material.....
Heel..... Sole.....

After the stock has been gone over he should be allowed to put away shoes.

Give him a list of shoes and tell him to be able to locate the shoes on the list, as:

(In preparing the list, see that the lines most frequently called for are emphasized most.)

A high black kid, at \$10.00.

A tan calf oxford at \$8.50, etc.

THIRD DAY

1. INSTRUCTION. Explain the fitting of shoes. This includes:

1. How to read the measuring stick.

2. How to measure the foot.

3. How to size up the foot.

4. What constitutes a good fit.

5. How to judge a fit. In doing this, have the salesperson measure your foot and try a shoe on you or one of the other salespeople. The more people in the department that you can have him fit, the better. Always be sure to explain why the shoe does or does not fit.

When the salesperson starts to sell he must be informed that the coach is to be called to verify every fitting. He must never allow a customer to go or lose a sale without first calling the coach to see if the customer can be satisfied.

2. TESTING. Before allowing the salesperson to sell, see that he is able to locate all the best sellers (i. e., the lines most commonly asked for.) Being required to go and get the shoe out of the box and bring it to the coach helps him a great deal in learning stock location.

SECOND WEEK

The second week the salesperson may be given the questions and answers that have been prepared.

First—Parts of the Shoe and the Making of Shoes.

Second—The questions on fitting.

(For list of questions and answers see Shoes Elementary Series No 1.)

THIRD WEEK

First—The materials used in shoes.

Second—Selling suggestions.

FOLLOW-UP OR TESTING. Tell the salesperson that he is expected to know the information given in the answers and that you will give him a couple of days to study it and then you will go over it with him.

SUGGESTIONS FOR FOLLOWING UP THIS WORK

1. PARTS OF A SHOE

PREPARATION. Before assigning this lesson be sure to see that the salesperson understands where the shank, vamp, counter, etc. are.

TESTING. When you review this with him have him point to the parts as you name them. Then have him name the parts as you point to them.

2. MATERIALS

PREPARATION. Before assigning this be sure that the salesperson has seen a glazed, dull and mat kid, a calf, mat calf, Russian calf, suede, buck, side leather and patent.

TESTING. When you review this ask the salesperson:

1. How would you explain to a customer why we do not guarantee patent leather?
2. What are the advantages and disadvantages of wooden and leather heels?
3. How would you explain the difference between suede and buckskin?
4. What is tanning?
5. What materials would you recommend for a dress shoe? For everyday wear? Give some of the advantages of different leathers. See that he is able to identify the different materials.
6. What are the talking points for kid, calf, suede, patent leather, etc.?

3. MAKING OF SHOES

PREPARATION. In assigning the questions on the making of a shoe, before the salesperson studies the lesson, show him a last and explain how the McKay, Turned, and Goodyear Welts differ.

TESTING. In reviewing the questions, see if the salesperson can recognize the three kinds of soles and insist that he must know the talking points for all. See if he knows a mock turn, a feather edge turn, a mock welt, etc.

Show two shoes of different prices and see if he can justify the higher price. Try him out on several. See if he can tell the things that affect the cost of a shoe.

4. FITTING

TESTING. Have him give the rules for measuring feet, for judging fit, the cause of foot troubles.

Have him try a shoe on someone and see if he can tell why it does or does not fit.

See if he knows the different kinds of shoes, like bluchers, keds, mules, Juliets, etc.

5. SELLING SUGGESTIONS

In taking up points on salesmanship the following questions may start the salesperson to thinking:

a. What are the instructions about asking what price the customer wants to pay?

b. What have you found to be the best way to start a sale?

c. What priced shoe should you show if the customer does not mention price?

d. Why is it a rule of the department not to misrepresent merchandise?

e. How can you get the interest of the customer when you show her a shoe?

APPENDIX C

Questions and Answers for New Shoe Salespeople

PART 1. Questions on Manufacture

1. WHAT ARE THE DIFFERENT PARTS OF A SHOE?

The shoe is made up of the sole, heel, and upper. In considering the sole there are:

OUTSOLE.—The bottom of the shoe, called the outsole to distinguish from insole.

INSOLE.—The piece of leather on the bottom of the inside of the shoe.

SHANK.—That part of the sole that fits under the arch of the foot, extending from the heel to the ball. If a piece of steel is inserted between the outsole and insole at the shank to make the shank stronger it is called a **STEEL SHANK**.

FLEXIBLE SHANK.—A shank that gives easily.

STIFF SHANK.—Made of less pliable leather and does not bend as readily as a flexible shank.

HEEL.—The breast of a heel is the forward face. When it extends over the shank of the sole it is called "**FULL BREASTED**." This is found in French heels and makes the heel much more satisfactory because the heel does not come off so easily.

UPPER.—The upper is the part of the shoe above the sole and heel. A distinction is made here between "upper" and top of the shoe. Top is sometimes used loosely to mean the same as upper but is used more frequently to mean quarter. The parts of the upper that need to be known are:

VAMP.—The vamp is the bottom part of the upper. When it extends from the toe around the heel with a seam at the back of the heel it is called a whole vamp.

A "three quarter vamp" is distinguished from a whole vamp by having a seam on the inner side of the shoe at the shank. It costs less than a whole vamp.

QUARTER.—The quarter, or top of the shoe, is the part of the

upper not included in the vamp. It may be whole or pieced. Sometimes it is finished at the top with a narrow piece of leather called a collar, or cuff.

QUARTER LINING.—The quarter is always lined with a fabric or light weight leather.

COUNTER.—The counter is a piece of leather or other stiffened material which is slipped between the lining of the upper and the outer leather at the heel to keep the back of the shoe in shape. It usually extends around the heel to the shank on either side. Counters differ in shape and material.

TOE CAP OR TIP.—This is an extra piece of leather covering the vamp at the toe of the shoe.

“Stock tip” is a tip of the same material as the vamp.

“Patent tip” is a patent leather tip.

“Winged tip” has a point in the center and extends in curved lines backward at either side of the shoe.

“Imitation tip” is the stitching across a plain vamp to imitate a tip.

TOE BOXING.—Boxing is a stiffening of leather or other material slipped between the lining of the vamp and the vamp at the toe to preserve the shape of the toe of the shoe. The shoe is said to have a “soft toe” when there is no boxing on the toe. This is usually found in elderly ladies’ shoes, gymnasium shoes, or comfort shoes.

BACK STAY.—The seam of the upper at the back of the shoe is usually covered by a piece of leather called the back stay. It makes the shoe more durable because it strengthens the back seam. The seam in the lining of the upper may also be protected and strengthened by an **INNER BACK STAY**.

2. WHAT IS MEANT BY THE LAST OF A SHOE?

The last is a wooden or metal form shaped like a foot on which the shoe is made. It is shaped very carefully with proportions and measurements very exact. If the shoe is to have a long, narrow vamp with pointed toes, the last selected on which to make the shoe will have a long narrow vamp with pointed toe. The last gives the shoe its shape and for this reason the word **LAST** is sometimes used instead of **SHAPE** in talking about shoes. A salesman may say, “I will try on a different last,” which means

that he will try on a shoe that is made on a different last.

3. WHAT ARE THE THREE METHODS OF SOLING WOMEN'S SHOES?

In order to explain how shoes are soled it is necessary to know a little bit about the making of shoes.

CUTTING THE MATERIAL.—After the materials and the style have been determined the parts of the shoe are cut to conform exactly to the shape and size of the last on which the shoe is to be made. The cutting of the material is very important because the way in which the pattern is placed upon the leather and the care with which it is cut affect the price and beauty of the shoe, also the service it gives.

STITCHING THE PARTS TOGETHER.—After the parts of the upper are cut, the edges are smoothed, folded under, and cemented to make the seams and edges neat. The parts of the upper are stitched together. This means that the vamp and vamp lining, the quarter and quarter lining, the foxing and the tip have all been put together ready for lasting.

THE THREE METHODS OF PUTTING ON THE SOLE.—When the upper is finished the parts of the shoe are assembled, upper, counter, boxing, insole, outsole, and heel. There are three methods used in putting on the sole. The shoe may be made with a Goodyear Welt sole, a McKay sole, or a turned sole. Before the shoe is lasted the counter is placed at the heel between the lining of the quarter and the quarter. If the Goodyear or McKay method is to be used, the insole is tacked to the last and the last is put into the upper, with the seam of the heel placed over the heel of the last. The upper is then pulled over the last until it fits the form without a wrinkle. It is then tacked to the insole to hold it in place while finishing the shoe. When the Goodyear method is used the welt is then put on.

The welt is a narrow strip of leather so prepared that it is first sewed to the upper and insole and later to the outsole. It starts at one side of the shank next to the heel and extends around the shoe to the same place on the other side of the shank. A machine has been invented which stitches the welt, upper, and insole together so that the stitches do not come through on the inside of the shoe. After the welt has been stitched and trimmed,

the outside of the insole is coated with a mixture of rubber, cement and cork. This is to prevent the leather of the outsole from coming in contact with the leather of the insole in order to keep the shoe from squeaking. It also levels the bottom of the sole.

The outsole is then stitched to the welt and insole. After the soles have dried, a machine rounds off and trims the sole and cuts a slit about a quarter of an inch from the bottom edge of the outsole. This slit is called a lip. The lip is turned back from the sole to allow the sole to be sewed to the welt. The lip is then cemented down, covering the stitches. The stitches do not show on the bottom of the sole but they do show on the top of the welt. In the Goodyear Welt method every tack is removed by machinery before the shoe is finished.

McKAY METHOD.—The McKay method of making shoes differs from the Goodyear Welt in the way in which the sole is sewed to the upper. When the upper of the shoe is pulled over the last to which the insole has already been tacked, the outsole is laid in place and tacked to the toe, shank and heel, to hold it in place. The sole has a lip, or slit, at the bottom edge that is wider than the lip on the Goodyear sole.

The last is then pulled or withdrawn from the shoe, the lip of the sole is turned back and the McKay stitching machine sews through the insole, upper and sole. The lip is then cemented over the stitching of the bottom of the outside and the inside of the shoe is lined with a thin piece of leather to cover the stitching and lasting tacks.

THE TURNED SOLE.—The turned sole is used for very light weight shoes and slippers. The sole is placed on the last wrong side out. The upper is made and is put over the last, wrong side out. The upper and sole are tacked in place and the upper is sewed to the sole. The tacks are removed, the edges are trimmed and a small steel shank is placed in the space between the heel and the ball. The shoe is then turned right side out. The shoe is then put back on the last and is allowed to remain there until it has regained its shape. This is usually about ten days or more. The inside of the shoe is lined, to cover the inside seam. Usually turned sole shoes have a separate piece of lining over the sole, but they have no insole as have the Goodyear Welt and McKay shoes. The term "Turned sole" is used because the shoe is made

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wrong side out and turned. The seam does not show on the outside.

4. HOW CAN THE THREE DIFFERENT KINDS OF SOLES BE DISTINGUISHED?

DISTINGUISHING CHARACTERISTICS OF THE THREE METHODS.
The Goodyear Welt sole can be recognized by feeling the inside of the shoe. There are no tacks, stitching nor tough seams on the inside of the shoe. One can see where the welt starts at the heel on the outside of the shoe. In the McKay sole, if the inside lining of the sole is turned back, one can see the stitches and lasting tacks which hold the soles and uppers together. The turned sole is lighter and more flexible than any other sole and by turning back the lining which covers the sole one can see the stitches where the upper and sole were sewed together.

5. WHAT ARE THE ADVANTAGES OF THE TURNED SOLES, MCKAY, GOODYEAR WELT?

COMFORT.—The Goodyear Welt sole is more comfortable to wear than the McKay because it has a smoother insole. The stitches and tacks in the McKay sole may make the shoe more uncomfortable. In the better grade of McKay shoes this disadvantage is overcome by putting in a heavy leather sole lining. The turned sole, being so light and flexible, is especially desirable for dress, dancing, gymnasium shoes or boudoir slippers. Only the best quality of soft, pliable leather can be used in a turned sole. Because of the softness and pliability it is very comfortable if one does not have to do much walking, but for hard wear it is too light to be of much protection.

COST.—The McKay sole can be made more cheaply than either of the other two kinds of soles, because the insole, upper, and outsole are all sewed on in one operation. With the Goodyear Welt more processes are involved on account of the welt. Therefore a McKay shoe can have better materials used and not cost more than a welt shoe. The turned sole can be made only when the finest leathers are used. This makes it expensive to produce.

DURABILITY.—The turned sole is not durable because of the thinness of the sole and it cannot be repaired very satisfactorily. It does not keep its shape as well as the other makes. The only way in which it can be repaired is to have a new sole tacked on. The McKay, if made of as good a leather as a Goodyear welt,

wears as well but is not so satisfactory to repair. In repairing the Goodyear Welt, the welt makes it possible to remove the outer sole without in any way impairing the insole and upper. A new sole is sewed to the welt and the shoe is as good as new as far as the sole is concerned. In the McKay, since the outsole, insole, and upper are sewed through and through, it is difficult to remove the outsole without injuring the upper and insole. There are, however, machines which do repair McKay shoes.

The Goodyear Welt always has a bottom filling of cement and cork between the insole and outsole which insures it against squeaking. In the better grades the McKay shoe has this also.

Generally speaking, the McKay sole is used on cheaper shoes than is either the Goodyear Welt or Turned Sole.

6. WHAT IS MEANT BY MOCK WELT, ENGLISH WELT, EXTENSION SOLE, OR SCOTCH EDGE, FEATHER TURN, HAND SEWED WELTS, MOCK TURN, HAND TURNED SOLE?

MOCK WELT.—A mock welt is a turned sole heavier at the edge than the usual turn and finished to resemble a welt. When examined carefully one can see that there are no stitches on the top. It may also be a McKay with fair stitching to resemble a welt. (Fair stitching is the stitching used on the part of the sole that extends out from the shoe.)

ENGLISH WELT is the same as mock welt.

EXTENSION SOLE is a sole that extends considerably from the upper. Sometimes this is called a **SCOTCH EDGE**.

FEATHER EDGE TURN is the very lightest weight sole used in a turned sole. It has a beveled edge.

HAND SEWED.—Formerly shoes were welted by hand, but now there are practically no shoes sewed by hand. Usually when "hand sewed" is used it means a welted or turned sole.

MOCK TURN is a welt sole cut very close to the shoe and made to resemble a turned sole.

HAND TURNED sole means that the shoe has been made and then turned by hand. Sometimes a turned sole is turned by a machine. The hand turned is considered better.

7. WHAT POINTS CAN BE BROUGHT TO A CUSTOMER'S ATTENTION IF SHE ASKS IF THE SHOE IS MADE WELL?

The stitching on a well made shoe is much finer and more

regular than on a cheaper shoe. The stitching around the vamps may go through to the lining. This helps to keep the lining from wrinkling.

The stitching and finish of the edges of the tongue are even.

All the edges are trimmed more evenly and are less bulky.

The perforations are more clearly and regularly cut.

There are more stitches to the inch and silk thread is used.

There are inside and outside backstays, and the edges are better finished.

The quarters are much more neatly sewed together at the throat of the shoe. The shoe looks well-made inside, the wrinkles are all removed from the lining, the sole is smooth inside and out, i. e., the edges are trimmed evenly, the stitching is finer and more regular, the inside looks neat and well finished.

8. WHAT AFFECTS THE WEARING QUALITY OF A SHOE?

The kind of materials used—(whether calf, kid, cowhide, etc.)

The quality of the materials used in the sole, heels, uppers linings.

The kind of sole; welt, McKay, or turned.

The reinforcement of the back seam with a back stay.

The length of time the shoe has remained on the last. The longer a shoe remains on the last, the better it keeps its shape. The buyer gets this information from the manufacturer and must tell his salespeople as they have no way of finding this out. The longer a shoe stays on a last the more expensive it is. Shoes should be on a last 10 days.

The way in which a heel is attached. If a wooden heel is full breasted it gives better service. If the heel is cemented and also nailed to the shoe it is more secure and less apt to come off.

9. WHAT ARE THE FIVE MOST POPULAR KINDS OF HEELS FOUND IN WOMEN'S SHOES? WHAT ARE THE DISTINGUISHING CHARACTERISTICS OF EACH?

French or Louis XV., Baby Louis, Military, Cuban, Common Sense or Flat.

The French heel is the highest heel made. It has a very decided curve in the back and spreads out as it reaches the bottom of the heel to make a supporting area of about one square inch.

A Cuban heel differs from a French heel in that the back of the Cuban heel slopes gradually to the bottom without the decided curve of the French. It may be as high or lower than the French. A Military heel is lower than a Cuban heel having a straight back line and hence a larger surface area than a Cuban. The common sense heel is lower and flatter than a military heel. A Baby Louis heel is similar to a French heel but is only 1 to 1½ inches high.

10. WHAT ARE THE ADVANTAGES OF A WOODEN HEEL? OF A LEATHER HEEL?

Wooden heels are lighter in weight and cheaper to produce than leather heels. They can be covered to match the rest of the shoe and so are considered better looking. The top lift of a wooden heel is made of leather to increase the wearing quality.

Leather heels are more expensive to produce but are more durable, usually giving better wear and being easily repaired. A leather heel is made of small flat pieces of leather cemented together. By closely observing, one can see faint ridges where the pieces of leather, called lifts, have been put together.

11. WHAT ARE THE FACTORS WHICH AFFECT THE COST OF A SHOE?

STYLE.—A new style of shoe costs more than a staple style or one that has been on the market some time.

DEMAND AND SUPPLY.—In shoes as in other commodities, when there is a demand for certain articles and the demand is greater than the supply the cost of the article increases. So when the demand for a certain style of shoe exceeds the supply, that particular style is more expensive than a less popular style because it is harder to get.

CHANGE OF FASHION.—Change of fashion frequently introduces styles which necessitate a change in the last upon which the shoes are made. This increases the cost of the new style of shoe. Because the fashions are so variable, a manufacturer has to increase the price of a new style of shoe to protect himself against a possible loss in case the shoes do not sell well, or in case the fashion changes and leaves him with an over-supply of shoes that do not meet the requirements of the new fashion.

EXCLUSIVENESS OF STYLE.—Sometimes there are only a few

shoes made in a certain style to meet the demands of customers who are willing to pay the price to have an exclusive style. The more shoes that are made according to one style the cheaper it is to produce the shoe, because the same patterns and lasts can be used and the work becomes routine and the worker can accomplish more. This explains why a style which is very new costs more than the same shoe after the style becomes more popular.

MATERIAL.—The differences in the quality of the materials greatly affect the price of the shoe. The condition and grade of skin used; whether perfect or bruised, scratched, etc. The more perfect the skin the more expensive the shoe. The finer grained, close fibered leathers cost more than the coarser leathers.

THE MATCHING OF SKINS.—In the more expensive shoes the skins are carefully matched so that every part has the same grain and finish. This affects the beauty of the shoe rather than the durability, but greatly increases the cost.

The kind of leather used in the upper.

The materials used in the soles. The best quality of leather is most expensive. Leather substitutes are the cheapest.

The tanning and finishing of the skin. A skin that has been tanned by a reliable house that stands only for the highest grade of work costs more than the skins less carefully tanned.

The kind and quality of linings. In the more expensive shoes the linings are very noticeably of higher grade. This means not only the fabric used in the lining uppers but also the lining over the sole, the extra pad at the heel, the lining of the tongue, the facings, the stays, etc.

The quality of findings. In the more expensive shoes the threads are finer and do not look so cottony as do the threads in the cheaper shoes.

The eyelets in a more expensive shoe are better and do not wear so brassy as the ones in a cheap shoe.

WORKMANSHIP.—The method of making the shoe as well as the quality of workmanship affects the price of the shoe.

SOLES.—Shoes with a Goodyear Welt Sole are the most expensive to manufacture. Turned soles while thin and light require the highest grade of leather which makes them expensive to produce. The McKay sole is the cheapest to make. The quality of the workmanship depends upon the skill of the workman and

the quality of materials used. The more highly skilled a workman is, the higher his wages. The skilled workman turns out a higher grade of work, which naturally must cost more.

12. HOW CAN A SALESPERSON KEEP UP-TO-DATE ON STYLE TENDENCIES IN SHOES?

By asking the buyer about advanced styles; from trade papers such as the "Boot and Shoe Recorder," "The Shoe Retailer," "Women's Wear," "Dry Goods Economist;" from fashion magazines; daily newspaper advertisements and Sunday newspaper style sheets.

Part II. Questions on Fitting

1. WHY IS THE CORRECT FITTING OF SHOES SO IMPORTANT?

To answer this question, a knowledge of the foot is necessary.

STRUCTURE OF THE FOOT.—The foot is made up of 26 bones which serve as a framework to support the other parts of the foot. The bones are held in place by ligaments which are bands of flexible, pliant tissue like tough cords. The bones of the leg and foot are moved by means of muscles and tendons. Movement is produced by the contraction and expansion of the muscles. The muscles, soft and thick in the middle, taper off at each end into a point which resembles a tough, whitish string. These string-like tissues are called **TENDONS**. They help transmit the movement of the muscles to the bones to which they are attached. When the muscle contracts the tendon is pulled, and it in turn pulls the bone. The tendons can be seen in the back of the hand when it is opened and closed, or in the movement of the toes.

Every part of the foot is supplied with a fine network of arteries and veins carrying blood which furnishes nourishment to all parts of the foot and which carry off any waste or poison that is produced by the building up and breaking down of tissues.

The action of the bones, muscles, tendons, ligaments, and blood vessels is controlled by the nerves of the feet. These remarkable fibers have the power of carrying messages or sensations from various parts of the body to the brain and carrying back from the brain messages which control or cause action of the muscles. It is the nerves that make one conscious of pain, cold feet, wet feet, or any agreeable or disagreeable sensation. Probably every-

one has at some time experienced the pain of a tight shoe pressing against the great toe. It is the nerves of the toe that are affected by this pressure. They carry a message to the brain and we become conscious that something is wrong. If the pressure is not relieved it will probably be found that the weight of the body will be carried by the outside of the foot to relieve the pressure. The nerves have directed the muscles of the foot to relieve the toe of pressure. Constant irritation of the nerves of the foot affects the nervous system of the body. Physicians say that 85 per cent of the nervous troubles of women are due to shoes which restrict the circulation of the blood and exert improper pressure upon the nerves of the feet.

THE MECHANICS OF THE FOOT.—The entire surface of the sole of the foot does not lie on the ground. The three points of the foot which touch the ground are the heel, the ball at the great toe, and the ball at the small toe. These are called the weight bearing points.

In order that the foot may have spring and move easily and have support without undue fatigue the bones of the foot are arranged to form two arches, the longitudinal arch and the transverse arch. This means that on the sole of the foot there should be two concave surfaces or hollows, one between the ball of the great toe and the ball of the small toe, called the transverse arch, and the other extending from the heel to the ball of the foot, called the longitudinal arch.

It can be seen readily that the foundation or pillars of the arches are the weight bearing points of the foot. In the transverse arch the great toe joint forms one pillar of the arch, the small toe joint the other pillar, and the other foot bones form the arched surface. In the longitudinal arch the heel bone forms one pillar of the arch, giving a solid support in the back, the ball of the foot in the transverse arch forms the other pillar giving an elastic or springy foundation for the body. The ankle and foot bones are so arranged as to form the arched surface or instep of the foot.

So the arches give a firm and yet springy foundation for the body. The arches are controlled by ligaments, muscles, and tendons. The power of action comes from the muscles in the foot and calf of the leg. The muscles make the foot elastic and easily moved. The ligaments prevent the muscles from stretching too

far and so give firmness to the support and yet allow the foot to be flexible.

HOW WALKING AFFECTS THE PARTS OF THE FOOT.—Shoes which seem perfectly comfortable when one is sitting down, frequently cause great discomfort when one is walking. The reason for this is that in walking the toes spread and the arches give.

Walking is simply standing on one foot while extending and taking a step with the other foot. When one leg is extended to take a step, the arch of the foot which is supporting the body yields more than it does when both feet are supporting the weight. As the foot which is extended is lowered to the ground, the heel of the other foot (which is supporting the body) is raised and the weight of the whole body is borne by the ball and toes of that foot. In order to balance the body and transfer the weight of the body over to the other foot, the **TOES SPREAD APART** and seem to grip the ground. The toes really give the final push off which transfers the weight of the body from one foot to the other. (In fitting shoes the salesman must see that the shoe is wide enough and long enough to allow the toes to spread as they should in walking.) For this reason **ALWAYS** have the customer walk on the shoe while she is trying it on.

This explains why physicians, gymnasium teachers, posture clubs, etc. recommend round toed sensible shoes for walking and for every day. It also explains why a dress shoe, worn for a couple of hours at the theatre or church or when one is not walking or standing, does not injure the foot and shows why correct fitting is necessary.

2. HOW SHOULD A SALESPERSON FIND THE SIZE OF SHOE A CUSTOMER SHOULD WEAR?

By measuring the customer's foot. **NEVER ASK THE CUSTOMER WHAT SIZE SHE WEARS.** Many customers do not know and some who know hesitate to give the correct size if the foot is large. **DO NOT LOOK IN THE OLD SHOE** for the old shoe may have been incorrectly fitted.

3. HOW SHOULD THE FOOT BE MEASURED?

MEASURING STICK.—A stick is provided for measuring the foot. One style has the last numbers marked. When using this style $2\frac{1}{2}$ or 3 sizes have to be added to the number indicated on

the stick to obtain the correct size of the shoe. So, if the foot measures $1\frac{1}{2}$, that means that a size 4, or $4\frac{1}{2}$ shoe should be shown and if it measures 4, a 7 shoe should be shown. The other style of foot measure has the shoe sizes marked upon it, so that if the foot measures 6, a shoe size 6 should be shown. The stick with the last number marking is most frequently used. Find out the kind of measure used in the department.

HOW TO MEASURE THE FOOT.—Have the customer place her foot on the stick, the heel resting against the back upright of the stick. Hold the toes down with one hand while bringing the sliding end just to touch the toe. This gives the length of shoe the customer should wear. As an extra precaution, the customer's foot should be measured with the weight on it.

DETERMINING THE WIDTH OF THE FOOT.—The foot may be fleshy, medium, slender, or very thin. Some stores have measures for measuring width. Width depends so largely upon the length that the only general directions that can be given are:

If the foot is very narrow it will probably take A or AA.

A medium width foot may take B or C.

If the foot is very broad it may take D or E width. Judgment must be used in fitting.

4. WHAT SHOULD A SALESPERSON DO IF THE SIZE CALLED FOR BY THE MEASURING STICK IS NOT IN STOCK?

If the foot is slender show a $\frac{1}{2}$ size longer and size narrower, i. e., if the foot measures for a 5B and you do not have that size in the shoe desired, show $5\frac{1}{2}$ A.

If the foot is thick or broad, and the proper size is out, it is usually more satisfactory to select a $\frac{1}{2}$ size shorter and a size wider, so if the foot measures $4\frac{1}{2}$ C and you do not have that show a 4D. Also show a 5B and see which is the most satisfactory.

5. WHAT CONSTITUTES A GOOD FIT IN A SHOE?

The length of the shoe must allow the foot to lie naturally without cramping the toes. This is judged by seeing that the great toe joint comes where the sole shape has its most pronounced curve. In other words, the bend of the foot at the toes must come at the bend of the shoe. This is the most essential point in the fitting of shoes.

The **TOE** of the shoe must be wide enough to allow the toes of the feet to spread when walking.

The shoe must be **WIDE ENOUGH AT THE BALL** to allow the foot to bend easily in walking.

The **SHANK** of the shoe must fit snugly at the arch of the foot. at the waist and instep.

The **HEEL** must fit snugly and not slip.

The fastenings must not bind the foot. If the shoe is laced, the lacing must not come together over the instep but should lace snugly without meeting. If the shoe is buttoned it must meet over the instep with a snug fit but not so tight that it cramps the foot or retards the circulation of the blood. When every button over the instep has to be set over, the shoe is not the proper size.

The seam of the shoe should never come over the great toe joint.

6. WHAT CAN A SALESPERSON LOOK AT IN ORDER TO JUDGE WHETHER THE SHOE FITS CORRECTLY?

A salesperson may judge the fit of a shoe by running his finger over the vamp of the shoe to see:

If the joint of the great toe comes at the widest curve of the sole.

If the great toe lies straight and is not pushed under or over the second toe. (In a heavy shoe this may be impossible to detect.)

If the other toes are lying flat or if they are cramped together and if the vamp seems to bind if it is too wide or too narrow.

By feeling the instep above the shank one can learn to detect if the shoe fits up snugly against the instep.

7. WHAT MAY BE THE RESULTS OF INCORRECTLY FITTED SHOES?

A **SHOE THAT IS TOO SHORT** is the cause of practically all painful foot troubles; fallen arch, bunions, corn and ingrowing toenail.

A **SHOE THAT IS TOO POINTED** causes a weakened condition of the foot which may develop into fallen arch, bunions, hard and soft corns, and excessive perspiration.

A **SHOE THAT IS TOO LONG AND TOO WIDE** weakens the arch by permitting it to spread. It also causes blisters to form on the toes or heel.

EFFECTS UPON THE GENERAL HEALTH OF THE BODY.—When a person's feet are uncomfortable, it is the natural thing to relieve them as much as possible. Frequently, without realizing it, a person avoids walking or other exercises. From the lack of exercise, the muscles lose tone, the circulation of the blood becomes sluggish, the general health of the body as a whole becomes impaired, all because of improperly shod feet. This explains why it is said that a soldier is only as strong as his feet.

When one realizes how important the feet are to the health and well-being of the individual, it is easy to understand why physicians urge women to wear sensible shoes. They recommend the shoe with a broad heel which causes no strain upon the foot or other parts of the body; a flexible shank which supports the arch but allows freedom of the muscles; a broad toe which allows room for the toes to spread in walking and so shaped that there is a straight line from toe to heel, thus allowing the great toe to spread out and avoiding the possibility of developing bunions.

8. HOW SHOULD A CUSTOMER BE HANDLED WHO DOES NOT CARE FOR A CORRECT FIT OR INSISTS UPON ASKING FOR A SHOE THAT IS NOT RIGHT FOR HER FOOT?

Some women prefer style to comfort and insist upon having the latest model regardless of its suitability for their feet. In all shoe transactions tact in handling the customer is of the utmost importance, and with this kind of a customer the shoe salesperson must be very careful not to force on the customer what she does not want. However, he can do two things. He should sell her the shoe which she insists upon taking but he should also tactfully explain why the shoe is not right for her foot and should suggest that she try a different style if she ever has any trouble with her feet, telling her that he will be glad to fit her.

Shoe salespeople who are able to give, in a simple convincing way, the reason why one shoe is better than another for a certain foot, are usually able to sell the customer the shoe she needs. There are, of course, exceptions to this. It is a rule in most stores that if a customer insists upon taking a shoe that the salesman knows is too small or will not give satisfaction, the head of the department must be consulted. This relieves the salesman from the responsibility of selling a shoe that is not right.

9. WHAT IS MEANT BY A COMBINATION LAST, ORTHOPEDIC AND ANATOMIC SHOES?

COMBINATION LAST.—A shoe that varies from the usual last having different proportions in the ball, instep and heel. The combination last is usually larger through the ball of the shoe allowing for a bunion or enlarged joint.

ORTHOPEDIC.—Orthopedic and anatomic are names given to corrective shoes. They are shaped to correspond to the structure of the foot and are worn to correct or prevent foot trouble. They follow the outline of the foot having a broad toe, a straight line from toe to heel, a broad flat heel. Some have shanks especially constructed for supporting weak arches.

Part III. Questions on Leather

1. WHAT LEATHERS SHOULD A SHOE SALESPERSON BE ABLE TO RECOGNIZE?

Kidskin, calfskin, side leather, kangaroo, cordovan.

2. WHAT IN GENERAL ARE THE DISTINGUISHING CHARACTERISTICS OF EACH OF THESE LEATHERS?

KIDSKIN is light weight, soft and pliable, having a greater amount of stretch than any other leather, a fine grain and takes polish well. It is comfortable to wear because of its pliability and is cool in summer and fairly warm in winter. It is not so durable as calf, because it scuffs more easily, but it is dressier. Many people with very tender feet think kid is easier on the feet than any other leather.

CALFSKIN is usually thought of as thicker and firmer than kid. It comes in all weights from very light to heavy weight. It is not so pliable as kid but wears well, resists water and does not scuff so readily. It takes polish well. It is very satisfactory for practical everyday wear. It does not stretch as much as kid does.

SIDE LEATHER which is COW HIDE is frequently used in order to produce inexpensive shoes. It is coarser in texture and does not take nor retain so high a polish and is less beautiful than either kid or calf, but it is strong and durable if well tanned and finished, and it is very much cheaper. It is usually finished to imitate other leathers. The cow hide is cut down the middle of the back

into halves. These halves are called sides. Side leather simply means that the skin is from the side of the animal.

CORDOVAN is the best and strongest part of horsehide. It is very firm and solid, takes a high polish, is usually reddish brown in color and is very durable. Owing to the weight of the skin it is used more for men's shoes than for women's.

KANGAROO is a very excellent leather for shoes, being strong, durable, elastic and beautiful. It has a close firm texture. Very few shoes are made from this leather now, as the supply is so limited. It is perhaps the most satisfactory leather there is for shoes.

3. WHY IS IT SO DIFFICULT TO RECOGNIZE AND JUDGE THE QUALITY OF LEATHERS?

Because the skin on different parts of the body of the animal differs in quality and many leathers are tanned and dressed to imitate other leathers. So a calfskin from a very young animal which makes a very fine and soft leather may be so dressed as to look like a heavy kidskin.

4. HOW CAN A SALESPERSON LEARN TO JUDGE LEATHER?

By asking an expert to point out a good example of calfskin, kid skin, side leather, etc., and then closely observing the skin comparing the surface and feel of each. By closing the eyes and testing one's self on the feel, or picking other shoes at random and after feeling and observing the surface, guessing at the leather and then asking an expert to see if the guess is correct.

5. HOW ARE THE DIFFERENT EFFECTS IN LEATHERS PRODUCED?

Various processes are produced in treating skins to bring out different characteristics. The most important one is TANNING.

Tanning is the process which changes the skin of animals into leather. The beauty, the wearing quality, the flexibility and the cost are all affected by the way in which the skin is tanned.

Tanning is soaking the skin in an acid solution which acts upon the fibers, hardening them and coating them so they will not decay. If it is done properly, it makes the skin soft and pliable so it will not crack, increases its durability by making it tougher and waterproof, and changes it so it will not rot. Skins may be

tanned by acids from vegetable barks and from minerals. Vegetable tanning is slow, sometimes taking months to tan the hides, which makes it an expensive process.

In chrome tanning, minerals are used to change the skin into leather. This is a much shorter and less expensive way of tanning than is the vegetable tanning. If carefully done the leather becomes softer, closer in texture, more flexible, stronger, not so easily affected by water.

After the leathers have been tanned the skins have to be cleaned, smoothed, and softened; made more pliable, and more pleasing in appearance. Dressing brings out the lustre and grain of the leather. In dressing leathers either side of the skin may be finished. The side of the skin on which the hair grows is called the GRAIN side, the side next to the body is called the FLESH side.

The various finishes in shoes are: graining, boarding, glazing, buffing, waxing, and enameling or japanning.

GRAINING and BOARDING are produced by putting the two grain sides of a piece of leather together and by rolling them with a cork board. GRAINING brings out the natural grain of the leather or on a cheaper skin gives an artificial grain. BOARDING gives a pebbled surface to the grain side of the skin. It is often used to cover up peculiarities or discolorations in the skins.

GLAZING makes the surface of the grain side of leather smooth with a slight lustre or shine.

BUFFING is running the flesh side of the skin over an emery wheel to smooth the skin and raises a soft nap. Suede is finished in this way.

WAXING is dressing the flesh side of leather so it has a dull black waxy finish.

ENAMELING OR JAPANING (Patent leather) is coating the skin with a varnish to produce a very smooth surface and a high gloss. Enameled leather is usually applied to leathers varnished on the grain side and japanned to those varnished on the flesh side.

6. WHAT IS MEANT BY THE FOLLOWING?

GLAZED KID, VICI, MAT, PATENT KID, FRENCH KID, CABARETTA, WAX CALF, MAT CALF, VELOUR CALF, PATENT CALF, SPLITS, BUCK, NUBUCK, PATENT COLT, SUEDE, WILLOW, CALF. BRONZE SHOES, ENAMELED AND PATENT LEATHER.

GLAZED KID SKIN has a glossy finish. It is chrome tanned. There are many trade names for glazed kid, *vici* being the most famous one. The man who first succeeded in tanning kid by the chrome method called it *vici*.

Glazed kid is used in the upper for any kind of shoe where a soft, light weight leather is desirable. Its flexibility makes it especially desirable for comfort shoes, corrective shoes, bedroom and boudoir slippers, gymnasium shoes, and dancing slippers.

MAT KID has a dull, black, waxy finish on the grain side of the leather. It is used for tops of shoes.

PATENT KID is kid skin with a high gloss produced by varnishing the leather. It is used for dress wear.

FRENCH KID is one of the highest grades of kid skin used in shoes. It is very soft and pliable and has a beautifully grained surface. It is used in high grade dress shoes.

CABARETTA.—This is the skin of an animal which has both hair and wool and is called a hair sheep. Tanners are able now to tan it so that it can scarcely be told from kid skin. It is much cheaper than kid skin.

WAX OR DULL CALF is calfskin that has been given a wax finish on the flesh side and is dull and unglazed. It is one of the most satisfactory finishes given calf. **FRENCH CALF** is a superior grade of wax finished skin.

MAT CALF is chrome tanned, finished on the grain side having a dull finish but not waxy.

VELOUR OR VELVET CALF is a name given to calf skins that have a glazed surface finished on the grain side. It is a trade name. (In some stores a dull kid is sometimes called *velour*.)

BOARDED OR BOX CALF has been beaten with a board to make the grain more pronounced. It can be recognized by the minute squarelike lines on the surface.

WILLOW CALF is a leather that is finished in the same way as boarded calf, only it is colored rather than black.

RUSSIAN CALF is usually a superior quality of colored calfskin (almost always brown or tan), dressed with birch oil which gives it a characteristic odor. The process originated in Russia.

OOZE LEATHER is calf skin with suede finish, desirable because of its beauty.

PATENT CALF has a finish similar to patent kid.

SPLITS.—After cowhide has been cut in two, the sides of leather are split. The two skins may be split into two, three or more layers, depending on the way in which they are to be used.

BUCKSKIN is made from the skin of a deer if genuine. It has a finish similar to suede, but is firmer and more durable because it is buffed on the grain side—suede is finished on the flesh side. A buffed finished cow hide (sometimes calf skin) is called buckskin. It is usually white or yellowish or grayish color. It is stronger and heavier than suede and has not so thick but a more compact nap. **NUBUCK** is a trade name applied to a chrome tanned side leather finished on the grain side with a suede finish.

COLTSKIN is leather from the horse as well as from the colt. Horse hide is so thick that it is split to make the leather thin enough for the uppers of shoes.

PATENT COLT is a colt skin with a finish similar to patent kid or patent calf.

SUEDE may be made from kid skin, calf, or cowhide. The suede finish is used to produce the soft, napped surface. As a rule suede is brush dyed. It is desirable because of its beauty rather than its durability, for it is apt to wear shabby very soon, is difficult to clean, does not hold its shape as well as other leathers. It is much in demand for fancy dress shoes, novelties, and evening slippers.

BRONZE shoes are made of kid, calf, or side leather. The leather is colored with a dye which shows a metallic lustre or bronze effect. It is used exclusively for dress shoes and slippers. The color is not guaranteed because it may be affected both by rubbing and water.

ENAMELED AND PATENT LEATHER may be made from kid, colt, calf and side leather. It is very difficult to distinguish between the better and poorer grades. The leather is handsome, the lines of the last are brought out to excellent advantage, and no polishing is necessary. The shoes are for dress wear and do not give satisfaction when subjected to hard wear. Patent colt is said to be the most satisfactory of any patent leathers.

7. WHAT MATERIALS ARE USED IN DRESS SHOES? WHY?

KID—because of its beauty, pliability, softness, and lightness.

PATENT LEATHER.—Because the leather is handsome, the

lines of the last are brought out to excellent advantage, and no polishing is necessary. The finish is a very popular one and is used especially for informal dress wear. It is appropriate for almost any occasion. It is not satisfactory for shoes that must be given hard wear.

OOZE OR SUEDE—because of its beauty. The soft, velvety, napped surface while more beautiful is less durable than some of the other finishes, is more difficult to clean, and so is not suitable for everyday wear.

BRONZE finish is used principally for dress wear in that the color is not guaranteed, because it is affected both by rubbing and water.

SATIN is desirable for dress wear because of its light lustrous surface. It is not so strong nor so durable as leather but can be matched to almost any color of costume.

GOLD AND SILVER CLOTH are used exclusively for evening wear, because of the dressy effect.

VELVET when fashionable is appropriate for dress wear, because of its soft, rich appearance. It is difficult to clean and wears shabby so that it is not desirable for everyday use.

CLOTH TOPS WITH PATENT LEATHER OR KID LOWERS are used on semi-dress shoes largely because of style or color. The most popular fabrics are **SERGE**; **CRAVENETTE**, a material with a twill weave which looks like gabardine, but has been made waterproof; **WORUMBO**, a woolen fabric with napped surface similar to velour, but stronger and firmer; **POPLIN**, a corded material, strong and durable.

8. WHAT MATERIALS ARE BEST FOR PRACTICAL EVERYDAY WEAR? WHY?

CALFSKIN is one of the most desirable leathers for everyday because of its durability, it resists water and scuffs less readily than other leathers, it can be kept in good condition because it takes polish as well as a dull velvety finish. The dull calfskins are much in demand for everyday shoes, and the Russian and tan and mahogany calfskin are very popular for sport and walking shoes.

SIDE LEATHER makes a very durable shoe. It does not possess

the beauty of a kid or fine calfskin but it has the wearing quality and it is inexpensive.

BUCKSKIN makes a very good looking as well as a very practical and durable shoe.

CORDOVAN, COLTSKIN, AND KANGAROO also make good looking and durable shoes because of their firm texture and handsome finish.

KIDSKIN in the heavy qualities is used in everyday shoes, comfort, and gym shoes, because of its softness and pliability. It is desired especially by those who have very tender feet. It makes a lighter weight shoe than a calfskin. Kidskin tops with calfskin lowers are also used.

Cloth tops with calfskin lowers are used for everyday wear. Serge, cravenette and poplin are the most desirable. Style is usually the reason for popularity of cloth tops. If a good quality, the cloth tops are very satisfactory and do not fade nor stretch badly. Many people, however, prefer an all leather shoe.

CANVAS is very desirable for summer wear because it is cool and can be kept clean and attractive with very little expense and trouble.

9. WHY IS PATENT LEATHER NOT GUARANTEED?

The hard, smooth, glossy, black surface so characteristic of patent leather is made by treating dry, softened skins with successive coats of oil varnish and baking after each application of varnish. If the leather expands, as it frequently does when being affected by the heat and moisture from the foot, the coatings of varnish which are inelastic crack because they cannot expand with the leather. No manufacturer can tell whether or not the leather will crack and for that reason it is not guaranteed. Even so it is very desirable because of its beauty, and because it is appropriate for almost any occasion.

10. WHAT MATERIALS ARE USED IN SOLES AND WHAT ARE THE ADVANTAGES OF EACH? *(The need of this question would be determined by the kind of soles used on shoes in stock.)*

LEATHERS

OAK LEATHER is leather which was formerly tanned by the use of oak bark. It is a light, firm, creamy tan leather and the

most flexible sole leather on the market. It is not affected by water as other leathers are. It is the most expensive sole leather owing to the long time that it takes to be tanned. Owing to the scarcity of oak bark, other barks are used and now any sole leather having a light color is called oak leather. Real oak leather is used only in high grade shoes.

HEMLOCK is a lower grade of leather. It is tanned by the use of hemlock bark and is dark red in color. It is not flexible but resists water and is therefore suitable for hard wear. It is not used much in women's shoes for it is not flexible enough for turned soles and cannot be easily channeled for welt soles.

UNION leather is tanned by a combination of oak and hemlock bark. It makes a firm, flexible sole, fairly resistant to water, less expensive than oak and of a higher grade than hemlock. It is most generally used in the medium and better grades of women's shoes.

CHROME tanned soles are hard and durable but as yet the use of chrome in tanning sole leather is experimental except for cheap outing shoes or waterproofed storm shoes. The leather is pearl gray until waterproofed when it turns a dark greenish shade.

VISCOLIZED sole is a trade name for waterproof sole leather.

LEATHER SUBSTITUTES

Owing to the high cost of shoe leather many imitations of leather are now on the market. As a rule they are made from the wastes of leather. These with rubber, paper or rags are treated with chemicals and mixed up to a pulp and then dried. The leather substitutes as a rule are desirable because of their cheapness and durability. Some think they are not as comfortable as the leather sole.

NEOLIN AND ERCO soles are trade names for composition or fibre soles.

Part IV. Department Questions

Questions to be Added According to the Practices and Merchandise carried in Individual Shoe Departments.

1. WHAT IS MEANT BY THE FOLLOWING:

BAL, BALLET, BLUCHER, COLONIAL PUMP, JULIET, CONGRESS GAITERS, SNEAKER, SLIP ON, TOE CLIP, KED, SANDAL, MARTHA

WASHINGTON, GROWING GIRLS' SHOES, MULES, OXFORDS, OLD LADIES' SHOES.

BAL is an abbreviation of Balmoral which is an English term for laced shoes.

BALLET slippers are used by professional dancers. They are made of light weight kid with a light, thin sole, no heel and no decoration.

BLUCHER is a lace shoe in which the tongue and vamp are in one piece, the quarters extending over the vamp from $\frac{1}{2}$ to 1 inch.

COLONIAL PUMPS are low shoes having a tongue that flares out and extends above the throat of the shoe with a buckle across the waist. A "tongue pump" has a small pointed tongue that does not extend very much above the throat of the shoe.

JULIETS are house slippers, loose fitting, but high in front and back and low on the sides. Nullifier is practically the same thing with elastic insets on the side.

CONGRESS GAITERS are shoes that come just above the ankles with a leather or cloth top without button or lacing but are adjusted to the ankle by a gusset of rubber goring.

SNEAKERS are rubber soled, canvas low shoes used for tennis.

SLIP ON is a foothold or toe rubber.

TOE CLIP is a foothold or toe rubber.

KEDS.— A trade name for a sport shoe similar to a sneaker.

SANDALS for women refer to a pump with one, two, or three straps. Sometimes a slip on (toe rubber) is called a sandal.

MARTHA WASHINGTONS are about the same as Juliets.

GROWING GIRLS' SHOES are shoes with a heel slightly higher than the regulation flat heel, with a wide but slightly pointed toe. They are suitable for a young girl who is too old for a child's shoe and not old enough for a women's.

MULES are boudoir or house slippers with a high heel, sole, and vamp but no quarter or counter. They are usually made of silk, satin, or fine kid.

OXFORDS, strictly speaking, are low shoes with three or more eyelets or buttons. If they have one or two eyelets they are called "ties."

OLD LADIES' SHOES (OR SHOES FOR ELDERLY WOMEN) are shoes

made of soft kid with flat heel and usually no toe boxing.

2. HOW DO SIZES RUN IN SHOES AND WHAT SIZE CODES ARE USED IN THE DEPARTMENT?

Shoes for women usually run from size 2AAA to $8\frac{1}{2}$ EE. A complete line is one which has every length and width represented, a complete line in C width would be 2C, $2\frac{1}{2}$ C, 3C, $3\frac{1}{2}$ C, 4C, $4\frac{1}{2}$ C, 5C, $5\frac{1}{2}$ C, 6C, $6\frac{1}{2}$ C, 7C, $7\frac{1}{2}$ C, 8C, $8\frac{1}{2}$ C. A complete line of widths is AAA, AA, A, B, C, D, E, EE. There is not always a complete line of sizes in every style. That is one reason it is necessary for a salesperson to know just what he has in stock. If a customer wants a certain shoe, and her size is missing, the salesman must know what shoe he has in stock in the right size similar to the one which the customer likes.

SIZE

CODES.—Manufacturers used to think that customers would be more correctly fitted if they did not know what size of shoe was being shown to them. Therefore they marked the sizes in codes. At the present time most shoes are marked plainly, but one or two codes are used.

One code adds 32 to each size, so that a size 4 would be marked 36; size 5 would be marked 37, etc. A dash—means a half size, so a mark 38—means size $6\frac{1}{2}$. The width code is:

00 means width AA	Example: 39-0 means $7\frac{1}{2}$ A
0 " " A	34-3 " $2\frac{1}{2}$ D
1 " " B	38-4 " $6\frac{1}{2}$ E
2 " " C	35-1 " $3\frac{1}{2}$ B
3 " " D	39-3 " $7\frac{1}{2}$ D

In another code the size is indicated in three numbers. The middle number signifies the length, the right number is always 5 or 0. The 5 indicates a half size. The 0 a whole size. The width is the left hand number. The width numbers run:

0 means width AA	For example:
1 " " A	150 means 5A
2 " " B	035 " $3\frac{1}{2}$ AA
3 " " C	565 " $6\frac{1}{2}$ E
4 " " D	
5 " " E	

3. WHAT POLISHES AND CLEANERS ARE RECOMMENDED FOR DIFFERENT MATERIALS AND COLORS?

Consider BLACK, BROWN, WHITE, AND COLORED SHOES, KID, CALF, SUEDE, BUCK, SATIN, CANVAS, BRONZE, VELVET, SILVER.

4. WHAT ALTERATIONS AND REPAIRS ARE MADE IN YOUR STORE?

5. WHY ARE SHOES REDUCED?

6. HOW ARE SPATS FITTED?

7. HOW ARE RUBBERS FITTED?

8. WHAT MAKES OF SHOES DOES YOUR STORE CARRY?

9. WHAT ARE THE MOST IMPORTANT STYLE FEATURES THIS SEASON?

Materials
Cuts
Heels

Decorations
Fastenings
Vamp

Part V. Feet and Foot Defects

(It is suggested that these questions be taken up only when there is an expert on shoe fitting in the department.)

1. HOW MUCH SHOULD A SHOE SALESPERSON KNOW ABOUT FEET AND FOOT DEFECTS?

A shoe salesperson should never feel that he can take the place of a foot specialist, but he should be able:

1st To make a customer have confidence in his opinion, whether or not she heeds his advice. He cannot inspire confidence unless he knows what he is talking about and has actual knowledge of feet and shoes and experience in fitting.

2nd To explain simply and tactfully to a customer why a certain shoe is not right for her foot.

3rd To detect weakened conditions of the foot and to show a customer now to prevent them from developing into more serious trouble.

4th To recognize the six defects that are most prevalent—flat foot, weak foot, contracted arch, fallen transverse arch, bunions and corns.

2. ISN'T A SALESPERSON LIKELY TO OFFEND A CUSTOMER IF HE TELLS HER SOMETHING IS WRONG WITH HER FEET?

Yes he is, and for this reason it is very necessary for a salesperson to be sure he knows what he is talking about and to be most tactful in speaking about it to a customer.

3. WHAT CAN A SALESPERSON DO IF HE DETECTS A WEAKNESS BUT THE CUSTOMER SAYS SHE NEVER HAS ANY FOOT TROUBLE AND SHOWS SHE IS NOT INTERESTED?

If a salesperson detects a weakened condition as he is measuring the customer's foot he can ask her if her feet have caused her any trouble or if she has had any pain in her foot or legs.

If she says she has had no trouble and shows that she is not interested, the salesperson can say that there seems to be a little weakness in her foot and if she is ever conscious of the fact, she should attend to it at once. If the store carries corrective shoes he can also add that they have shoes right there in the department for correcting that weakness and he will be glad to fit her when she comes in.

4. HOW DOES A SALESPERSON KNOW WHEN A FOOT IS NORMAL?

When the feet are in a healthy condition, having no defects, the following facts hold true:

THE LONGITUDINAL ARCH.—There is a well defined arch on the inside of the foot between the heel and the ball. It may vary in height from one-half to three-quarters of an inch in different feet.

STRAIGHT INSIDE LINE.—The side of the great toe should be in a straight line with the heel or nearly so. The feet should be parallel when standing or walking.

THE GREAT TOE.—The great toe spreads naturally as it touches the ground and does not lie over nor under the second toe. The toes are free from corns.

THE SOLE.—There is a slight upward depression across the sole of the foot between the great and small toe joint. The sole also is free from callous and hardened skin.

THE HEEL.—The heel rests firmly on the ground supporting the weight at the center of the heel and not on the side of the heel.

ANKLES.—In standing the ankles are straight and do not bulge on the inside.

VARIATIONS IN FEET.—There are four ways in which feet may vary and still be considered normal:

1. In the length.

Women's feet vary from about 9 inches in length to about 11½ inches. Sizes 2½ to 8½.

2. In the width.

(The girth of feet at the ball varies from 6¼ to 9¾ inches.) Sizes in shoe widths vary from AAA, which is the narrowest shoe, to EE, which is usually the widest shoe made.

3. In the instep.

A foot may have an instep higher than medium, a medium instep, or an instep that is a little lower than medium.

4. In outline.

A foot may be narrower or broad, with tapering, rounding, or square toes. It may be bony, well-covered with firm flesh, or fleshy. It may be so shaped that the inner side of the foot is in a straight line, or the toes may turn slightly in or out. If the foot turns out pronouncedly it is not normal.

5. HOW CAN A PERSON RECOGNIZE A FLAT FOOT? WHAT ARE THE SYMPTOMS, CAUSES, AND REMEDIES?

Flat foot exists when the longitudinal arch has flattened and the flesh which helped to form the arch has dropped with the bones. The arch is no longer apparent and the whole sole of the foot lies upon the ground.

SYMPTOMS.—The symptoms are many, varying somewhat according to the state of the development of the trouble. In extreme cases the longitudinal arch has elongated and flattened out at the instep of the foot; the heel is pushed back; the sole of the foot across the ball is covered with calluses; the joint of the great and small toe, the outer sides of the great toe, and sometimes of the heel are callused; the great toe joint is usually enlarged. There is a feeling of fatigue and strain when walking or standing; no shoes give comfort; the feet feel heavy and clumsy because they have lost the spring and elasticity given by the arch; the legs ache; frequently there are pains in the heel, thigh, and back. The shoe soon loses its shape at the instep.

CAUSE.—Flat foot usually is caused by wearing shoes or stockings that are too short and too narrow.

When shoes are too short and too narrow or too pointed, the toes cannot move but lie in a cramped unnatural position for hours at a time. When the toes do not move, the muscles become weak from lack of exercise and the ligaments are strained from the unnatural position in which the bones lie. If the muscles and ligaments are weak, the bones of the foot are not held properly in place and those forming the transverse arch fall. This causes calluses on the soles of the feet. When the transverse arch falls, since it is one of the pillars of the longitudinal arch, the longitudinal arch is weakened. As the strain on the muscles and ligaments continues, they grow weaker and weaker, and bones fall farther and farther out of place.

The trouble may start with the heel. If the heel bone, which is a pillar of the longitudinal arch, is forced upward and outward by a shoe heel which is too high, the ligaments and muscles attached to the heel bone become strained. Many of the French heels are so placed upon the shoe that the support which is given by the heel of the shoe, instead of coming at the heel of the foot, comes directly under the arch itself. This affects all the bones of the foot because the heel is forced back, the arch is forced upward, and the weight is taken off the heel and thrown onto the ball of the foot. Every muscle and ligament in the foot is strained. If a person is young and vigorous this condition may not become serious immediately, but the foot cannot endure the strain indefinitely and sooner or later the arches will fall unless the strain is removed.

REMEDY.—In excessively bad cases of foot trouble a flat foot should be fitted and treated by a foot specialist. Shoes must be chosen which cause the least strain to the ligaments and tendons. This means allowing the foot to assume the normal position with room for the toes to move. The arch should be well supported; the heel of the foot fitted snugly; the heel of the shoe should be low and broad to give the right kind of support to the heel of the foot. Because flat foot is so painful and because it takes so long to cure, attention should be paid to the foot when it begins to show symptoms of a weakened condition.

6. HOW CAN YOU DETECT A WEAK FOOT AND HOW CAN IT BE REMEDIED?

One of the most prevalent unhealthy conditions is the weak foot. It is not easily recognized unless the foot is carefully observed. It appears normal until subjected to pressure and then the longitudinal arch flattens and the foot toes out.

SYMPTOMS.—The symptoms of a weak foot depend upon the seriousness of the condition. Ordinarily the first symptoms are unusual fatigue after much walking or standing, accompanied by the frequent turning of the ankles; the heels of the shoes are badly run over. When subjected to pressure the arch elongates more than half an inch. A pump or low shoe tends to bulge at the sides. As the condition grows worse the symptoms become more apparent. There is excessive fatigue after much walking, burning sensations on the soles of the feet, pains in the back of the legs, the toes feel cramped and uncomfortable.

CAUSES.—Weak foot is caused by wearing high heels and pointed toe shoes when a great deal of walking or standing has to be done. This stretches the ligaments supporting the heel and strains all the other ligaments and muscles in the foot. When the ligaments and muscles are strained they cease to function; as the shank and the bones are not held in place this causes spreading of the foundations of the arch. If the foot has been crowded into a shoe(or a stocking) which is too short or too narrow, the muscles, not having room to move, lose their strength from lack or exercise.

REMEDY.—When a customer has a weak foot it is advisable to talk common sense shoes if the customer is interested.

If she says she has pain and wants a shoe that will give comfort the salesman can then show her a shoe with a straight line and with sensible heel.

A weakened foot should be fitted with a shoe that is long and wide enough to allow the toes to move naturally, that supports the arch and fits snugly at the heel and waist, and that has a heel that will not force the bones to lie in an unnatural position. Care must be taken to see that in walking the feet toe in and not out. Normally the feet should be parallel when walking, but, in consciously toeing in, muscles that need exercise are brought into play and the ligaments are relieved of strain when the foot toes in.

7. WHAT IS CONTRACTED ARCH?

Contracted arch exists when the ankle bones of the arch have been pushed up and have contracted, giving the arch a higher curvature than natural. The arches are normally low.

SYMPTOMS.—The arch and instep are unusually high. The customer insists that she cannot wear anything but an extremely high heel. It is difficult to get a shoe that fits the instep. As a rule the customer is not conscious that there is anything wrong with her feet except that she tires easily and does not enjoy walking. However, she is afflicted with nervous disorders of one kind or another. The condition becomes more painful with age.

CAUSES.—The condition is caused by wearing high heels. The ankle bone is pushed up and, in trying to adapt themselves to the arch of the shoe, the ankle and foot bones contract, actually shortening the foot an inch or more. When this continues, the muscles and ligaments become set and the bones are held permanently in the abnormal position.

REMEDY.—In correcting this condition the foot must be allowed to lie in the shoe in a normal position. A low heel should be worn, although it means that the customer will have severe pains for a week or so in the back of the legs. A shoe with a stiff shank and a military heel may be worn until the muscles become adapted to the change.

8. WHAT IS MEANT BY FALLEN TRANSVERSE ARCH?

A fallen transverse arch exists when the foot bones, which are naturally arranged to form an arch, have fallen and caused the ball of the foot to broaden.

SYMPTOMS.—The foot at the ball has broadened and the joints of the great and small toes are enlarged. Usually on the sole of the foot where there should be an upward depression, there is a heavy callus. Corns are usually found on the tops of the toes.

CAUSE.—The fallen transverse arch is caused by wearing shoes which are too short, or too pointed, or by heels that are too high. When a shoe is too tight across the ball it does not permit the muscles to exercise and they become weakened through lack of use. If a shoe is too short, the toes are bent backward and upward, causing a severe strain upon the ligaments and muscles which control the toe bones. When they weaken the bones are

no longer held in place and drop, and no longer from an arch. The pressure of the bones upon the sole causes the skin to thicken and form calluses. High heels force the foot into the toe of the shoe, cramping the toes and forcing the ball of the foot to support the weight of the body. The muscles and ligaments become strained, lose their supporting power and are unable to hold the bones in place.

REMEDY.—In the earlier stages the condition may be cured by relieving the transverse arch of undue pressure, by giving support to the longitudinal arch with a shoe that fits snugly over the instep and waist of the foot, and by giving the toes room to spread when walking.

9. WHAT IS A BUNION AND HOW CAN IT BE CURED?

A bunion is a displacement and enlargement of the great toe joint.

SYMPTOMS.—The joint of the great toe, instead of lying in line with the rest of the foot, bulges, giving the foot an almost deformed appearance. The joint is tender and very painful. The shoe spreads at the great toe joint to allow for the bulging.

CAUSE.—Bunions are caused by wearing shoes which are too short and pointed or by stockings which are too short. The great toe, not having sufficient room to stretch out, is pressed back over the other toes and the great toe joint is pushed against the side of the shoe. When the toe is forced out of place it leaves a space at the joint which nature quickly fills with a cartilaginous tissue like gristle. The pressure that results causes pain which is somewhat relieved by forcing the toe still farther from its natural position. As the pressure increases, the tissue increases, enlarging the joint very perceptibly. The tissue becomes inflamed and causes intense pain and discomfort.

REMEDY.—In the earlier stages this condition can be cured. First it is necessary to see that the shoe and stocking are long and wide enough for the toes to lie naturally and that the shoe has a straight inside line. If the foot is in a weakened condition, where the arch elongates more than naturally, it is necessary that the shoe should support the arch and hold it in place so that when the weight is on the foot the arch will not elongate and push the great toe against the side of the shoe. It is very necessary

that the great toe be exercised by pulling it out from the other toes until it forms a straight line with the foot. This should be done repeatedly both night and morning. Before the stocking is put on, place a soft roll of cotton between the great toe and the second toe. This helps to force the toe back to its proper position.

After the condition becomes more pronounced these simple remedies are of no avail. Various kinds of pads and bunion protectors, which give temporary relief, are on the market. But unless the proper shaped shoe is worn no permanent relief or cure can be affected.

10. HOW CAN CORNS BE CURED?

CAUSE.—A corn is formed where there is friction or pressure. A shoe which is too long or too short, too wide or too narrow, or pointed, causes corns to form on those parts of the foot which are subjected to constant friction or pressure. The pressure produces inflammation and dead flesh accumulates.

Corns do not have roots but may be removed by scraping off the hardened dead skin. It is very necessary in cutting or scraping corns to see that the skin as well as the instrument used are thoroughly cleansed and sterilized. If the corns are the result of a weakened arch which elongates and crowds the toes, relief may be obtained by fitting the foot with a shoe that supports the arch and keeps the foot from slipping down into the toe of the shoe. Shoes must fit the foot. If the shoes are too small the toes will be cramped against the shoe and pressure will produce corns. If the shoe is too large the toes will slip up and down and the rubbing will cause corns. There is no reason for having corns, if a person removes the hardened skin as it appears on the toe and then removes the pressure.

11. WHAT CAUSES FEET TO PERSPIRE EXCESSIVELY?

When the feet perspire excessively, either in summer or in winter, and if the perspiration has a pungent, disagreeable odor, it is an indication that the feet are in an unhealthy condition. The circulation of the blood is not right. Bones out of alignment impede the circulation of the blood. This may be the result of too tight shoes or shoes which force the bones of the foot out of place. It is necessary to see that the shoes do not restrict the circulation at any part of the foot. The feet must be kept ob-

solutely clean, bathed daily with a pure unperfumed soap, and rubbed and massaged to keep the blood in good condition. Stockings should be changed daily and shoes should be alternated, wearing one pair one day and allowing them to air the next. Exercise should be taken to increase the muscular strength and improve the circulation.

12. WHY ARE HIGH HEELS SAID TO BE HARMFUL?

HIGH HEELS are the cause of many disorders the most serious of which are nervous afflictions of women. When a heel two inches or higher is put under the heel of the foot, the body is pushed forward. In order to retain its balance and not fall face down the body must bend backward. This forces the stomach out, the chest in, the shoulders forward. With shoulders bent forward and the chest sunk in, breathing is affected. Improper breathing in turn affects the circulation of the blood. If the blood does not circulate correctly, the organs of the body are not properly nourished. If the bones of the ankle are out of position at an angle of 45° or more, the leg bones are out of position too. That changes the position of the thigh bones and this affects the position of the pelvis which rests upon them and which is shaped like a basin supporting many of the internal organs of the body. When the position of the pelvic bones is changed, the internal organs which are supported by them are also misplaced. This hinders the organs from functioning properly. Since the nerves are the parts of the body which are first affected by the improper functioning of the organs, the misplacement of any organ is a constant irritation to the nerves and results in many nervous disorders. Many serious pelvic troubles may result in the misplacement of organs in the pelvis. Often the person is not conscious that anything is wrong with her feet except that she tires easily and does not enjoy walking. The condition is serious because of its effect on general health.

High heels frequently cause fallen arches or painful heel or strain the ligaments and muscles so much that the foot is weakened and so becomes susceptible to other defects.

APPENDIX D

Supplementary Information for Men's and Children's Shoes

MATERIALS. The heavier and more serviceable materials are found in men's and boys' shoes: cordovan, heavy calf, buckskin and side leather. For dress shoes, heavy kid and patent leather are the most popular. Suede is not used at all, and cloth is seldom if ever used.

In children's shoes the same materials are found as in women's shoes.

Chrome-tanned sole leather is used much more widely in men's and boys' shoes because of its durability. It is too stiff and unyielding for women's wear.

In infants' shoes the softer, lighter-weight materials are used, especially soft kids, suedes and light-weight buckskins.

THE MAKING OF A SHOE. Shoes for men, women and children are all made in practically the same way, welt and turned soles being the most widely used. In men's heavy working boots or outing shoes, one sometimes finds either the pegged, the standard-screw, or the loose-nail method of soling. In the first, the sole is attached to the shoe by means of wooden pegs; in the second, by spiral wire resembling screws; by nails, in the loose-nail method. In every case these methods are used only for the cheaper, rougher grades of shoes, and in many departments they are not found at all. A complete description of these methods is found in "Shoe Industry," by Allen, and in "Shoemaking," published by the Retail Shoe Salesmen's Institute.

The lasts used for men's shoes are quite different in shape from those used for women's. A man's shoe may measure the same as a woman's in length and width, but in shape it will look quite different, owing to its broader toe, lower heel, and heavier materials in sole and upper.

There is little variation in the heels of men's shoes. One heel may be one or two lifts higher or lower than another, but in shape they are all practically the same. The only exception is

the orthopedic heel, which has a broader surface-area extending farther under the shank on the inner side.

In children's shoes one finds a wedge or spring heel. This means that a thin slip or wedge of wood has been placed between the sole and the upper of the shoe, making a low heel. There is no extra heel attached to the sole. Boys' and growing girls' shoes have low, flat (attached) heels that are sometimes referred to as "school heels."

Sometimes in men's or children's shoes one finds a shoe with a "sewed-through" sole. This simply means that the shoe has a welt sole, but that the stitches have been sewed through to the outside of the sole instead of simply being sewed through the channel with the lip pasted back over the stitches. There is no special advantage or disadvantage in this. Some salespeople say that it gives the shoe a heavier appearance, which is not considered a disadvantage for men or boys.

BROGUE. The brogue shoe is a heavy walking shoe, usually an oxford, with elaborate perforations, foxing, and winged tip. It was formerly used only for men, but is now found in women's shoe departments as well.

SIZE. In considering size we find that men's shoes run from size 5 to size 12, and the widths usually run from triple A to double E.

For infants the following sizes are found:

The infant's first shoe, called the soft-soled shoe, not often carried in the shoe department, but usually in the infants' wear, and running from 00 to $1\frac{1}{2}$.

The first-step shoe, running in size from 2 to 6. (Size 2 measures about $3\frac{1}{2}$ inches.) These are frequently referred to as "cacks." They have light-weight turned soles and no heels.

The next run of sizes is called little children's wedge shoes. These run from 4 to 8 and have the wedge heel. They come in the turned and the welt soles.

Children's shoes run from $8\frac{1}{2}$ to 11. These have flat heels.

In the children's shoe department, salespeople speak of the 2 to 6 run, the 4 to 8 run, the $8\frac{1}{2}$ to 11 run, etc.

Misses' shoes run from $11\frac{1}{2}$ to 2, and growing girls' from $2\frac{1}{2}$ to 7. In length a growing girl's shoe is practically the same as a

woman's shoe in corresponding size, but it is made on a different last, having a broader toe and lower heel.

The same principles are used in the fitting of men's and children's shoes as are used for women, with this exception, that in fitting a growing child great care must be taken to see that the shoe is long enough to allow for growth.

APPENDIX E

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